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NEWS SUMMARY

GENERAL

Day of Action confusion continues

Confusion continued over the likely impact of Wednesday's Day of Action protest against Government economic policy. But there were signs that it could be a damp squib as more trade unionists said they wanted to work.

Express Newspapers has warned employees that they could face dismissal if they do not report for work on Wednesday. The group was granted High Court injunctions ordering the withdrawal of union circulars calling for a May 14 stoppage. Back Page

Schmidt party win
West German Chancellor Helmut Schmidt's ruling Social Democratic Party won a landslide victory in the key state of North Rhine-Westphalia, and is set to become the largest single party in the state parliament. Back Page

Radio seized

Ugandan military officers took control of the country's radio station after President Godfrey Binaisa sacked the army chief-of-staff Brigadier David Ojok. Page 2

Terrorist hunt

Police were hunting the leader of the terrorists in London's Iranian embassy siege. Scotland Yard said they were looking for a seventh member of the gang, but would not give further details.

Welsh forest fire

Huge forest fire, fanned by high winds, was threatening homes in North Wales. More than 100 firemen and forestry workers were fighting the blaze near Tan-y-Bwlch, Gwynedd.

Tomin released

Disident Czech Professor Julius Tomin and 11 other people have been released from detention in Prague, but he is continuing a hunger strike in protest at police harassment.

Israel 'regret'

Israeli Cabinet expressed regret at President Sadat's decision to suspend all talks on autonomy for the West Bank and Gaza. Page 2

Hurricane victims

At least 141 people were killed, hundreds injured, and 15,000 left homeless after hurricanes hit parts of east India and Bangladesh.

Tomb demolished

Work began in Tehran on demolishing the marbled tomb of Reza Khan, father of the deposed Shah, to make way for a public lavatory.

Climbers held

New York police detained two men who had climbed halfway up the Statue of Liberty in protest at the continued imprisonment of a Black Panther leader. They face trespass and damage charges.

West Ham feted

Thousands crowded streets in East London to welcome FA Cup winners West Ham to a reception at East Ham Town Hall, Secor, Page 18

PUBLISHER'S NOTICE

The Financial Times apologises for errors contained in this issue which are due to difficulties in the reading department.

BUSINESS

U.S. may restrict imports from UK

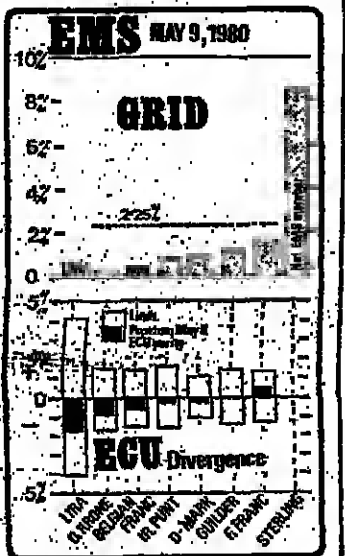
U.S. has told Britain and the EEC Commission that some 30 Community products may be subject to import curbs in retaliation for UK curbs on U.S. fibre exports. Back Page

ITALY'S trade deficit increased to L3,777bn (£1,96bn) in the first quarter of this year compared with L713bn in the first quarter of 1979. Back Page

TRADING remained calm within the European Monetary System last week, with the French franc still the strongest currency, and the Italian lira the weakest.

The D-mark showed little change, despite the recent rise in German interest rates, and the recovery of the German currency against the dollar. But fears grew that the renewed demand for the D-mark may cause future problems for some members of the EMS.

The Belgian franc stayed above the lira and Danish krone despite a further cut in Brussels interest rates.



The chart shows the two constraints on European Monetary System exchange rates. The upper grid, based on the weak franc, shows the franc's cross rates from which no currency (except the lira) may deviate more than 2.5 per cent. The lower chart gives the currency's divergence from its central rate against the European Currency Unit (ECU), itself a basket of European currencies.

PETROL consumption in the U.S. should fall by 20 per cent over the next decade because of the changing driving habits of motorists. Back Page

OFFICE of Fair Trading is taking legal action against three major concrete pipe manufacturers for allegedly breaking a long-standing undertaking to the Restrictive Practices Court not to fix prices. Page 4

BURMAH shareholder's are calling on the Government to return the Bank of England's 40th holding in BP to Burma. It was acquired from Burma in the 1976 rescue operation. Page 6

PEERLESS, the consumer products group, is offering for sale through merchant bankers Singer and Friedlander a quarter of its equity—3,181,800 ordinary 25p shares at 100p each. The whole company is valued at \$12.82m. Page 22

HOME FARM, the pork and bacon producer, is placing 1.2m ordinary 10p shares at 50p on to the market. They represent 26 per cent of the equity of the company which is valued at \$22m. Page 22

NEWTOWN Securities (Northern), an experimental company launched in the North-East by the NEB and Midland Bank to provide loans to small businesses, is to close because of lack of customers. Page 4

Terms of Chrysler rescue agreed by U.S. Government

BY IAN HARGREAVES IN NEW YORK

A U.S. Government board has authorised the biggest company rescue in U.S. history, with \$1.5bn (£667m) in loan guarantees for the Chrysler car company.

Today, Chrysler plans to announce a major programme of plant closings as part of the rationalisation it has agreed in order to qualify for Government support and for the continued support of more than 300 worldwide lenders.

The company said yesterday that it hoped the closures and other economies would keep its loss this year within the \$750m (\$333m) most recently estimated. But the Government board says it believed Chrysler would lose \$1.05bn—close to last year's record loss of \$1.1bn.

The decision of the Chrysler Loan Guarantees Board came late on Saturday after more than four months of arduous bargaining and almost 17 months after Chrysler first went to the Government for financial help.

Mr. William Miller, Secretary of the Treasury and Chairman of the Loan Guarantees Board said the board had made "a reasonable business judgement" that Chrysler could survive.

Mr. Miller said he thought the company would be profitable by 1982 and that it would probably lose about \$1.1bn of the guarantees. The rest would provide a cushion for unforeseen events, the board said.

Initially, the board proposes

to release \$500m—which is all Chrysler says it will need—in the form of a special issue of ten-year stock that will carry a coupon of between 1.25 per cent and 2.5 per cent above the current market rate for ten-year Treasury securities.

But the issue will not be made for 15 days. In that period, Congress will be able to scrutinise the fine print of the board's findings. No major problems are expected, but long-standing critics of the rescue will no doubt use the procedure as a further opportunity to voice their objections.

Provided

Two main conditions are attached to the board's recommendation: that Chrysler's lenders agree to restructure \$4.4bn of debt to Chrysler and its Chrysler Financial subsidiary and that the company's long-term lenders agree to allow Chrysler property to be used as security for other loans.

The board said it had received "adequate assurances" that these conditions would be met and has provided considerable detail of the financial programme, which Mr. Miller called "one of the most complex we have ever seen in this country."

Chrysler was required to raise \$2bn in non-guaranteed commitments from lenders and others. According to the estimates accepted by the

Swedish mediation on strike accepted

By William Dullforce in Stockholm

SWEDEN'S PRIVATE employers yesterday accepted a pay settlement proposed by mediators, thereby ending the ten-day dispute in which 900,000 Swedes are on strike or locked out. The trade unions accepted the proposal.

Mr. Thorbjörn Fälldin, the Prime Minister, had called in the employers' leaders and appealed to them to reverse their original decision to reject the settlement.

Earlier announcing that the negotiations had broken down, Mr. Carl-Henrik Nordlander, the chief mediator, said that his Commission was abandoning its efforts to reach a solution.

Public sector unions and employers both accepted the mediators' compromise pay settlement, putting an end to the industrial action which has closed Sweden's airports and reduced to a trickle goods traffic through its ports.

In a written reply to the mediators, the employers' association said the proposed pay increases would cut Swedish industry's competitive position, reduce employment, boost inflation and lead to heavier foreign borrowing.

It was time to re-examine the whole Swedish system for dealing with labour conflicts, the employers said. It also objected to the way public sector pay agreements set the pace for private sector negotiations.

The employers' tough attitude was unexpected. Since Friday, when the mediators tabled their compromise, it had been assumed that the employers would be forced to accept the higher wage settlement, perhaps with reservations. The transport workers' strike which started on Friday, will halt oil and petrol distribution.

The settlements proposed by the mediators would give industrial and commercial workers average wage increases of 6.8 per cent, while state and local authorities workers would get an average rise of 7.3 per cent.

The mediators also included guaranteed wage-drift provisions and payments for special skills or for merit. When these are added, the average increase for an industrial worker comes out at 10.1 per cent, against 8.8 per cent for public sector workers.

After the agreement in the public sector Swedish radio and television immediately resumed normal transmissions.

Banks oppose plans for loans control

BY MICHAEL LAFFERTY AND DAVID MARSH

BRITISH BANKS are expected to ask the Bank of England today to make major changes to new proposals aimed at tightening control of their borrowing and lending operations.

If implemented in their present form, say bankers, the recommendations could raise the cost of medium-term finance for industrial and other borrowers. The recommendations, say bankers, could distort competition among various types of banks and also damage the standing of London as an international banking centre.

The proposals, which set out strict regulations for the volume of liquidity which banks have to maintain against various types of deposit, have attracted widespread criticism from the banking community since they were published by the Bank as a consultative document in March.

A meeting today between Bank of England officials and a large delegation from the British Bankers Association—representing the main British banks as well as foreign branches operating in London—will give the two sides their first chance to exchange views on the document.

Banking the unusual prospect of a confrontation between the Bank of England and the commercial banks operating in London, a senior banker due to take part in the talks said last night: "We hope it won't come to a stand-up battle. But we're going to oppose this very strongly indeed."

The Bank has stressed that the document represents a basis for discussion and has implied that it will be willing to make modifications. Consultations are likely to take several months.

But it has probably been taken back at the strength of opposition to the proposals, which bankers say are heavily-handed and based on insufficient knowledge of the commercial banking business.

The proposals aim to ensure that banks have sufficient liquid assets to match shortages that could arise if they failed to attract new deposits.

Banks say the suggested liquidity rules as applied to sterling business would work in favour of the clearing banks, which have access to large retail deposits from current-account customers, but would excessively penalise many types of lending operations that are based mainly on deposits taken from the wholesale interbank market.

As applied to Eurocurrency business, foreign bank branches would be at an advantage over the domestic institutions. But the proposals might drive business to less-regulated Eurocurrency centres—the very opposite of what the Bank of England would like to encourage.

The liquidity paper is the third in a series of consultative documents which the Bank has been issuing in the wake of the Banking Act. The Act, passed last year, sets down for the first time the Bank's statutory responsibilities and powers to supervise British banking.

The reception to the liquidity document has been so hostile that banks say they are now also opposing the recommendations set out in a previous paper on foreign exchange regulation, on which it had earlier been thought there would be a compromise.

Editorial comment Page 23

Mrs. Thatcher to announce further Civil Service cuts

BY PHILIP BASSETT, LABOUR STAFF

THE GOVERNMENT will this week announce a further cut in Civil Service manpower costs as part of its longer-term plans aimed at reducing the number of civil servants to 600,000 by the next general election.

As a way of offsetting the new round of cuts and those already announced, Civil Service unions may use a new deal privately offered to them which would lower the age for voluntary early retirement by five years to 55.

The Government's announcement, which may be made today will be delivered by the Prime Minister in the House of Commons.

Intervention

Mr. Paul Channon, Civil Service Minister with responsibility for the was to have made the announcement in the Commons last week, but Mrs. Thatcher decided she would handle it herself instead. The announcement has been delayed until this week because of her attendance at President Tito's funeral in Belgrade.

Mrs. Thatcher's personal intervention was seen yesterday by Whitehall officials and by officers of the two Civil Service unions, which start their annual conferences today, as a clear indication of the importance the Government attaches to

cutting the size of the Civil Service.

The announcement will review the three separate rounds of cuts in Civil Service manpower brought in since the Government took office 12 months ago. Mrs. Thatcher will then announce a further set of cuts, although indications yesterday from both officials and unions were that the figure was likely to be closer to 40,000 than the high figure of 70,000 which had been suggested previously.

The new round of cuts will not be designed for implementation this year, but will instead lay out the size and shape of the Civil Service for the rest of the life of this Parliament.

Union officials fear that the cuts will affect such sensitive areas as the Department of Employment, and the Department of Health and Social Security. Law and order services are again likely to be exempted along with the Ministry of Defence which employs about a third of all Britain's civil servants. Unions are expecting to be contacted today by Mr. Patrick Jenkin, the Social Services Secretary, with details of the cuts.

The full effects of the new cuts and those already in the pipeline could be mitigated, however, by a new deal on re-

irement which has been put confidentially to the union by the Civil Service Department.

The offer, which relates principally to the 21 per cent reduction in manpower costs imposed as a condition of this year's pay settlement for the early retirement scheme, offers staff voluntary early retirement at the age of 55 instead of the present minimum retirement age of 60.

The deal is designed to keep departments within their individual cash limits for 1980/1981. Those taking up the option would have to do so by September 30 this year.

Bargaining

Staff would therefore get a lump sum pension payment early which would probably be attractive to some of the older ladies of the Civil and Public Services Association, the largest union in the service. Women make up 68 per cent of the CPSSA's members. Staff would not be eligible for pension in respect of the five years they would otherwise have worked.

Mrs. Kate Losinska, CPSSA president, said yesterday there would be some hard bargaining ahead, although the offer would mean that the union would not approach the new cuts determined to reject them out of hand.

Threat to pay system Page 9

JVC backs out of negotiations for Decca's TV loss-makers

BY GUY DE JONQUERES

VICTOR COMPANY of Japan (JVC), has backed out of negotiations for the purchase of Decca's loss-making television manufacturing operations.

The talks are believed to have been called off chiefly because the two companies could not agree on suitable terms. They started discussions earlier this year, soon after Rascal Electronics won control of Decca.

Rascal is keen to dispose of Decca's consumer electronics division, which has been losing about \$1m a year. Decca's television plant at Bridgworth, Shropshire, produces about 120,000 sets a year.

JVC, 51 per cent owned by Matsushita Electric, is one of the few Japanese consumer electronics companies which does not already own or have an interest in a manufacturing facility in Britain.

It recently agreed to grant Thorn-EMI rights to manufacture under licence its videoflex home entertainment system. It is not clear whether this agreement was connected with JVC's decision to withdraw from the talks with Decca.

Rascal declined to say whether active negotiations were under way with any other companies for the disposal of Decca's television plant. However, the company did not expect a decision to be taken soon on the future of the operation.

Expanding

Several other companies have shown an interest in the past few months in acquiring the Decca plant. They include Thomson-Brandt, the French electrical products manufacturer, and Binatone, the British electronic goods company. Thomson has been expanding

aggressively its European television interests. About two years ago it acquired Nordmende, an ailing German manufacturer, and has been negotiating to purchase the French tube and German television manufacturing subsidiaries of General Telephone and Electronics of the U.S.

But Thomson's headquarters in Paris last week, however, that the company had made any formal approach over the Decca plant.

Earlier this year, the chairman of Binatone, Mr. Gino Lalvani, said he would be interested in the possibility of acquiring the Decca plant to manufacture pocket televisions and colour sets.

Mr. Lalvani did not pursue the matter further then, but he said at the weekend he would still be interested in the Decca operation if the price was right.

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OVERSEAS NEWS

Western leaders to stress their solidarity this week

BY JOHN WYLES IN BRUSSELS

WESTERN political leaders from both sides of the Atlantic will be involved in intensive diplomacy over the next seven days designed to demonstrate that despite recent tensions, their solidarity remains firm in face of the Afghanistan and Iranian crises.

In the first half of the week, discussions in Brussels involving Defence and Foreign Ministers of the North Atlantic Treaty Organisation will focus on sharpening the alliance's military preparedness to deal with any new manifestations of Soviet adventurism.

Later, the 25th anniversary in Venice of the signing of the Austrian neutrality treaty will be the occasion on Friday for the first top-level political exchanges between the U.S. and the Soviet Union since the Russian invasion of Afghanistan. But no negotiations will be held between Mr. Edmund

Muskie, the newly-appointed U.S. Secretary of State, and Mr. Andrei Gromyko, Soviet Foreign Minister.

Rather, the meeting will be a demonstration of the apparent desire of both super-powers to keep their lines open and to test each other's positions, following the frigid developments in East-West relations during the past six months.

But the U.S.'s European allies will welcome the meeting. They are eager to maintain the East-West dialogue and some joint commitment to détente. However, Mr. Muskie's brief is expected to be very much in tune with President Carter's headline speech in Philadelphia on Friday, in which he asserted there could be no "business as usual" with the Russians, until Russian "aggression" in Afghanistan ended.

President Carter also stressed that economic and political

solidarity with the Western Allies was the "touchstone" of U.S. foreign policy. In Europe, his handling of the Afghanistan and Iranian crises has been held responsible for potential beneath-the-surface strains to this solidarity. But these are expected to be kept well out of sight at the NATO meetings on Tuesday and Wednesday.

NATO's Defence Planning Committee is likely to give further impetus to an eventual build-up of European troops and logistical reserves, so as to permit an increased U.S. capacity in the Gulf and other areas of potential East-West conflict.

The Europeans appear ready to accept the American thesis that a strengthening of NATO is a pre-requisite for any renewed search for détente with the Soviet Union.

Egypt slashes customs duties

By Our Cairo Correspondent

In an effort to reduce the soaring cost of living which is now affecting all sections of Egyptian society, President Anwar Sadat has ordered heavy cuts in customs duties on a wide range of imports.

Duties on imported foodstuffs have been reduced or eliminated across the board. The 55 per cent tariff on sugar has been eliminated, the tariff on butter reduced from 50 to 30 per cent, and tariffs on flour, maize and beans reduced from 40 to 20 per cent.

The duty on animal feed has been eliminated to try to contain soaring meat prices, while duties on a wide range of construction raw materials, such as iron bars

and wood, have been scrapped or severely reduced. Agricultural machinery imports are now duty exempt.

Duties on refrigerators, washing machines and other consumer durables, including hi-fi equipment, have been slashed, and duties on small cars have been reduced.

The cuts appear to go well beyond those envisaged by Mr. Ali Lutfi, Finance Minister in a new customs and excise Bill which has been six months in preparation, and are unlikely to be well received by the International Monetary Fund with whom Egypt has been negotiating a three-year extended credit facility.

Reluctance on the part of the Egyptian authorities to implement certain budgetary and fiscal reforms have held up this agreement.

The loss of customs revenues—customs and excise duties were expected to net E2567m (£812m) this year—will put the Budget further out of balance, and make agreement with the IMF even harder.

S. Africa schools

boycott suspended

SOUTH AFRICA'S coloured (mixed race) schoolchildren in Cape Province have decided to suspend a four-week boycott of classes, Quentin Peel reports from Johannesburg. The boycott was called in protest at what the children described as their "inferior education."

Israelis 'regret' Sadat's move on West Bank talks

BY L. DANIEL IN TEL AVIV

THE ISRAELI Cabinet yesterday considered President Anwar Sadat's decision to suspend all talks on autonomy for the occupied West Bank of the Jordan and the Gaza Strip, and expressed "regret" at his move.

It is understood that Israel will abstain from any further reaction until after an expected speech by President Sadat on Wednesday.

Jerusalem still believes that the talks are likely to be resumed soon although some observers believe President

Sadat broke them off before the target date of May 26 so as not to have to face his critics on that date with little progress to show for 11 months of negotiation.

Meanwhile, at the Allenby Bridge across the Jordan, the two mayors who were deported from the Hebron region by the Israelis to Lebanon last week, were refused permission to re-enter the Israeli-occupied territory.

As the men addressed reporters on the Jordanian side

of the bridge, more than 100 Jews supporting a left-wing movement, including two members of the Knesset, demonstrated in support of the Israeli-held side.

A new Israeli settlement was set up yesterday on a hill overlooking Jerusalem. The decision to establish the settlement was taken some months ago. The site was purchased by Jews several decades ago and the settlement does not involve expropriation or conflicting claims.

Two Libyan exiles shot dead in Bonn, Rome

By Paul Beets in Rome and Roger Boyes in Bonn

TWO LIBYAN exiles were murdered in Bonn and Rome at the weekend, marking the latest stage of an assassination campaign against opponents of Colonel Muammar Gaddafi, the Libyan leader.

West German police said yesterday that the main murdered in a busy Bonn shopping precinct on Saturday was Mr. Omar el-Mahdawi, a former member of the Libyan Embassy in the German capital. Since leaving the embassy in 1978, apparently for political reasons, he has worked as a businessman. A 26-year-old Libyan was arrested minutes after the shooting and has been charged with manslaughter.

A Libyan businessman shot dead in a hotel bar in Rome, Mr. Abdalla Mahamud el Khazmi, had been living in the city since 1978. He is the third exiled Libyan to be assassinated in Rome this year.

There is clearly some concern in West Germany that Libya will move to cut off oil supplies. Last year Libya was Germany's second largest supplier of crude after Saudi Arabia, accounting for over 16 per cent of imported oil.

Troops seize

Uganda radio

TROOPS LOYAL to Uganda's army chief of staff, yesterday took over the country's radio station in Kampala while others patrolled the city streets, John Worrall reports from Nairobi.

The radio repeatedly broadcast a statement from the military commission of Uganda's interim Parliament rejecting Brigadier Ojok's dismissal by President Godfrey Binaisa. The Brigadier drove to the President's residence for talks but, in Nairobi, a Uganda Minister issued a statement saying Ojok's rejection of his dismissal was treason and an attempted coup d'état.

Brigadier Ojok is a supporter of former President Milton Obote who has said he will return home this month from exile in Tanzania.

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Moscow calls for 'frank dialogue'

BY DAVID SATTER IN MOSCOW

THE SOVIET Union called on the U.S. yesterday to drop "demagogic methods" and to begin a "frank and honest dialogue" to improve the present tense relations between the two super-powers.

Tass, the Soviet news agency, in a report on President Carter's speech on foreign policy in Philadelphia, said that the hostile direction of U.S. foreign policy was based on "a distorted version of events in Afghanistan."

The Tass report, carried by Pravda, the Communist Party newspaper, said: "Timely Soviet help to the Afghan people" destroyed plans to turn Afghanistan into an "anti-Soviet military bridgehead."

The Soviet call for a dialogue and a "sober approach" was contained in the last paragraph of the Tass report, and appeared to be connected with the coming meeting, between Mr. Andrei Gromyko, the Foreign Minister, and Mr. Edmund Muskie, the

new U.S. Secretary of State, in Vienna.

U.S. officials believe that the Russians welcome Mr. Muskie's appointment and hope he will be a counter-balance in the administration to Mr. Zbigniew Brzezinski, the National Security Adviser, who has been criticised with increasing virulence in the Soviet press.

The Tass report indicated, however, that Russia will give little ground over Afghanistan.

Poll reverse for Iran's clerics

BY OUR FOREIGN STAFF

VOTING in the second round of elections for the Iranian National Assembly appears to show a drop in support for the clerical Islamic Republican Party, but full results have still to be announced.

Results from 132 of the 150 constituencies contested on Friday give the IRP 64 seats with 68 going to supporters of Mr. Abol Hassan Bani-Sadr, the President, and independents. Results in Tebran have still to

be announced. Already there is friction between the President and the clerical parties who fear that his proposed formation of a Cabinet before the National Assembly meets will pre-empt their authority. To prevent this they may push for an early meeting of the assembly.

It is not clear how the election results will affect the future of the U.S. hostages. The IRP won two thirds of

the 98 seats decided in the first round of the elections, but does not have a formal party structure leaving it unclear exactly how much support there will be for the Grand Islamic Coalition dominated by the IRP.

President Bani-Sadr had said that he hoped to appoint a Prime Minister to lead a new Cabinet by yesterday. But aides to Ayatollah Khomeini said that no name had yet been submitted to the religious leader.

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WORLD TRADE NEWS

Carter officials relieved at UAW's Japanese car move

BY DAVID BUCHAN IN WASHINGTON

THE U.S. United Auto Workers' Union decision to seek legal redress against surging Japanese car imports has taken much of the heat out of the need for Congress to act politically, according to trade officials in the Carter Administration.

Mr. Douglas Fraser, UAW president, said last week the union would file an import relief suit by June 15 with the U.S. International Trade Commission, a quasi-judicial panel that rules on trade disputes.

The officials point out that the ITC has six months to make a ruling, which the President has another two months to accept or not—taking the whole matter past the election and into 1981.

However, Mr. Reuben Askew, the U.S. special trade negotiator, has started talks in Tokyo this week, with the twin aim of putting pressure on more Japanese car manufacturers to set up plants in the U.S.—as Honda is

already doing—and of winning easier access for U.S. auto products to the tightly circumscribed Japanese market.

Mr. Carter recently dismissed putting formal curbs on Japanese cars, which this year have captured around 20 per cent of the market, on the grounds that Americans should not be forced to buy the more expensive and petrol-consuming vehicles that Detroit was turning out.

The number of American carworkers now laid off—350,000—is incontestable, but the Administration has calculated that import curbs would re-create American car jobs at a cost to the economy of \$200,000-\$300,000 a job.

The UAW suit is likely to draw support from the Ford Corporation, but General Motors has eschewed import protection. Chrysler is wrapped up in its separate survival struggle, to which imports are

Missile job for British Aerospace

By Michael Donne, Aerospace Correspondent

BRITISH AEROSPACE's dynamics group is now working on a £200m contract to build the Franco-German Milan portable anti-tank missile for the British Army.

The first phase of the programme began some time ago and has already been completed, with test firings of the missile, and the supply of initial production missiles to the army. The existence of the contract was only revealed at the end of last week.

The current phase involves building further missiles, including sub-assemblies from components supplied from the Franco-German company, Euro-missile. Eventually, BAE's Dynamics Group will also make these components.

The overall missile contract is one of the biggest yet awarded by the Ministry of Defence to a UK contractor.

The Milan missiles are being made in special purpose-built facilities at the company's Stevenage factory. Overall, many hundreds of these anti-tank weapons are involved in the contract, which is likely to run for several years.

EGYPT TELEPHONE CONTRACT

W. German finance secured

BY OUR CAIRO CORRESPONDENT

EGYPT'S much-publicised \$1.8bn telephone contract, involving Siemens of West Germany, its sister company, Siemens Austria, and Thomson CSF of France, has taken a significant step nearer realisation with the announcement that the West German government is making soft loans available for the project.

The consortium signed a framework contract last September, undertaking to find the total \$1.8bn (£798m) needed at no more than 5.5 per cent interest, before obtaining soft loans from their respective governments.

Until recently there was some doubt that these would be as readily forthcoming as the three companies had imagined, because of the controversy such loans would arouse from more indigent domestic telephone manufacturers.

Siemens of West Germany, at least, has now won up the finance for the first phase of its part of the contract. The West German government is to provide

DM 93m (£22bn) in soft loans and a further DM 93m as subsidised Hermes export credits. Siemens is finding the remaining DM 93m through commercial loans. The overall cost of the financing will work out at slightly less than 5.5 per cent.

Bringing the interest rates on the French and Austrian finance requirements (which amount to FF 600 (£82.63m) and Schilling 1.2bn (£41m) respectively) down to the requested 5.5 per cent level is proving more difficult. French Government soft loans bear 3.5 per cent against 0.75 per cent for West German loans while the Austrian Government, providing such finance is a totally new departure. Representatives of the French and Austrian Governments met in Vienna last week to try and arrive at a common approach to their financing problems.

Intensive meetings have been taking place, meanwhile, in Paris, Frankfurt, and Cairo to tie up the technical aspects to the programme. A spokesman

for Siemens West Germany said here that 99 per cent of the technical stipulations of its section of the project had now been ironed out with the Egyptian telephone authorities and the company would be ready in a few days to sign contracts for delivery dates in the second half of this year.

Whether Siemens West Germany will sign contracts separately will depend largely on how quickly the other two partners resolve their financing problems.

The five year programme which entails the installation of 500,000 new telephone lines and the rehabilitation of 250,000 existing lines is divided into three equal phases in terms of the financing requirement. The second phase should be slipping into gear by the end of the year to run concurrently with the first, which is due to end in 1984. Once the financing for the first phase has been settled, there should be little problem with the others.

Chevron to start oil production in Sudan

By James Buxton

SUDAN is moving towards becoming a very modest oil producer with the announcement today by Standard Oil of California that it is planning to start producing and refining oil from its two discoveries there.

The company says plans are being made for a simple refinery or topping plant to meet the needs of the exploration programme following recent discoveries which it calls "very encouraging".

Chevron has been drilling for oil in remote regions of south-western Sudan since 1977 and announced its first substantial oil discovery at Abu Gabra in July last year. The company has so far spent about \$120m and its operation is Standard Oil of California's biggest current exploration programme.

Sudan, one of the few Arab countries not to produce oil, has severe balance of payments problems—due to the high price of imported oil and as a result of an over-ambitious development programme. It thus badly needs domestic oil sources. Even by supplying only the company's own needs Chevron's topping plant will make an important difference to the country's fuel supply once it is in operation, by freeing imported fuel and railway freight capacity for other users.

Chevron's finds are far from the main productive areas of the country and at the opposite end of Sudan to its only refinery at Port Sudan on the Red Sea.

British loan for Turkey

By Metin Mucir in Ankara

THE BRITISH Embassy in Ankara has submitted the draft of an agreement to the Turkish authorities under which a £25m British Government loan to Turkey in 1980 will be disbursed. The loan will be deposited in London and released for the purchase of British industrial goods by Turkey.

This is part of a \$1.165bn loan pledged to Turkey by members of the Organisation for Economic Co-operation and Development (OECD), as balance of payments support for the current year.

A similar £15m British loan to Turkey was arranged last year but, because available only last month because of bureaucratic difficulties, the agreement governing this loan contained a list of eligible goods which could be brought from the UK—30 per cent of the loan was allocated to special steels, 30 per cent to chemicals for industrial and agricultural uses.

Because the UK has not yet been utilised British funds available to Turkey now total £30m. To overcome the bureaucratic obstacles which hindered transactions under last year's loan Britain has proposed a simpler mechanism for the new loan. There will be no list of eligible goods though purchases will be restricted to "industrial goods" which will be defined jointly by the British and Turkish authorities.

Ankara has meanwhile told Britain that it does not require special steels and other commodities listed under the 1979 loan. These funds will therefore be allocated to other commodities.

UK-Soviet trade decline seen despite sales jump

BY DAVID SATTER IN MOSCOW

BRITISH EXPORTS to the Soviet Union rose 63 per cent in the first quarter of this year. But this is attributed to the last deliveries of major UK-Soviet contracts signed several years ago rather than a reflection of any underlying positive trend.

British commercial officials said that, although the Soviets were still placing small orders with British companies, there have been no major contracts signed in recent months, and UK exports are expected to decline sharply within the next few months.

Figures released by the British embassy show that British exports for January-March of this year totalled £181.1m, a sharp increase compared with the figure for the same period last year of £80.3m.

The rise was attributed to the last deliveries of equipment under a £100m contract signed with Coberrow in December, 1978 for gas compressor stations and deliveries on the £147m contract for methane plants signed with Davy Power-Sun in 1977 and on a \$75m contract signed with Simon Carves for a tyre plant in the same year.

There has also been a general increase in Soviet purchases from Western European countries as Soviet foreign trade organisations spend the last of the funds allocated to them for the 1978-80, five-year plan.

Soviet exports to Britain, which are mostly raw materials, rose by 35 per cent to £231 from £171m in the first quarter of 1979, the traditional British deficit in trade with the Soviet Union increased to £99.9m this year from £90.5m in the first quarter of 1979.

Total UK-Soviet trade in the first quarter amounted to £362m.

U.S. resists technology code

BY BRIJ KHINDARIA IN GENEVA

THE U.S. has hardened its position in negotiations here for a new UN code regulating the transfer of technology by multinational companies to developing countries.

The third UN conference for the code adjourned here last week with wide enough differences between Third World and industrialised country positions even preventing agreement on when a new meeting should be held.

The code called for a set of guidelines aimed mainly at ensuring slightly easier access for developing countries to Western technology and elimi-

nating the most glaring abuses by some multinational companies of exclusive use of technology through subsidiaries based in the Third World.

Most of the code's provisions have been agreed, but differences on a handful of key articles caused the conference to break down bringing a warning from Sr Ernesto Rodriguez Medina of Colombia that Western "intransigence could oblige developing countries to use mechanisms of defence that would endanger the harmony of our world community."

He was referring to the possibility that many developing

countries might unilaterally react restrictive laws adversely affecting the interest of multinational companies.

The main differences centre on which restrictive business practices involving transfer of technology should be prohibited by the code and which should be exempted.

Developing countries want the code's scope to include deals between Western parent companies and their developing country affiliates, but the U.S. wants to ensure that each such deal is analysed separately to assess whether it actually harms developing country interests.

World Economic Indicators

TRADE STATISTICS		Mar. 79	Feb. 79	Jan. 79	Mar. 78
UK	£bn Exports	3,835	4,133	3,879	2,787
	Imports	4,011	4,359	4,200	3,134
	Balance	-0.176	-0.226	-0.321	-0.347
W. Germany	DM bn Exports	31.30	29.60	27.970	28.027
	Imports	29.30	29.10	27.628	24.634
	Balance	+2.00	+0.50	+0.342	+3.393
Japan	¥bn Exports	10,400	9,299	6,850	9,282
	Imports	10,520	9,586	9,241	7,775
	Balance	-0.040	-0.187	-2.381	-1.487
France	Frs bn Exports	41,033	39,272	38,101	33,494
	Imports	46,882	43,538	42,729	32,287
	Balance	-5,849	-4,266	-4,628	-1,207
U.S.	\$bn Exports	18,534	17,200	17,300	14,445
	Imports	21,622	22,800	21,100	16,228
	Balance	-3,158	-5,600	-4,800	-1,783
Holland	F bn Exports	12,556	12,570	10,774	9,255
	Imports	12,781	12,530	12,370	9,510
	Balance	-0.225	+0.040	-1.596	-0.255
Italy	Lira bn Exports	4,506	7,107	5,223	3,374
	Imports	5,640	6,905	6,681	3,695
	Balance	-1,134	-1,718	-1,458	-321
Belgium	Frs bn Exports	147.3	172.3	135.0	134.7
	Imports	161.7	167.6	132.1	122.9
	Balance	-14.4	+4.7	+1.9	+11.8



UCB - Brussels

1979

The following statement by Mr. P. Foriers, Chairman, serves as an introduction to the Directors' report. The Shareholders' General Meeting will be held on the 18th June, 1980.

1979 has confirmed the hopes of the Board of Directors of your company which I expressed to you this time last year.

Our objectives have been achieved and among them payments to shareholders. The net profit of the Group after tax has risen to BF 347 million. This is a result which compares favourably with the profit of BF 163 million in the previous year.

The financial structure of the Group, which was satisfactory, has improved further, which has allowed us to approve an investment plan for 1980 of BF 1,578 million (BF 751 million in 1979), an encouraging sign which has, in particular, given us the scope to widen our horizons outside the European economic zone.

Amongst our new projects, therefore, appears our Group's first industrial production unit in the United States of America, UCB is one of the major world producers. All this could only be achieved thanks to a better economic climate, reduced inflation and rigorous management.

FINANCIAL HIGHLIGHTS OF THE UCB GROUP

In million BF/£		1977	1978	1979	1979
Group net sales	BF	17,184	273.5	17,733	303.2
	£	273.5	4,389	2,839	4,389
Cash flow	BF	494	7.9	980	15.9
	£	7.9	125	159	250
Profit/loss after tax	BF	-397	-8.3	103	1.8
	£	-6.3	-130	1.8	28
Investments during the year	BF	813	12.9	745	12.7
	£	12.9	194	12.7	194

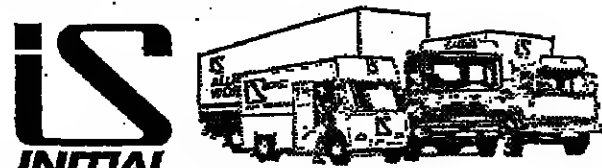
In BF and £ sterling per UCB share		1977	1978	1979	1979
Share of UCB in:	BF	397	6.3	814	13.9
	£	6.3	102	13.9	210
Cash flow	BF	397	7.9	980	15.9
	£	7.9	125	159	250
Profit/loss after tax	BF	-397	-8.3	103	1.8
	£	-6.3	-130	1.8	28
Dividend, net	BF	—	—	—	—
	£	—	—	—	—

Cash flow includes:
— Depreciation taken in the profit and loss account.
— Investment grants received to the extent that they are not included in the profit and loss account.
— Movements in provisions for risks and losses in value taken in the profit and loss account.
— Profit/loss after tax.
Rates of exchange used: 1977 £1=BF60.39 1978 £1=BF58.48 1979 £1=BF62.37

Copies of the 1979 Annual Report (in English, French or Dutch) can be obtained on request from:
UCB s.a. Public Relations Department, Chaussée de Charleroi, 4
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UK NEWS

Concrete pipe makers face legal action

BY DAVID CHURCHILL, CONSUMER AFFAIRS CORRESPONDENT

LEGAL ACTION is being taken by the Office of Fair Trading against three major concrete pipe-manufacturers. It could lead to heavy fines or sequestration of assets.

The companies, accused by the OFT of contempt of court, are Redland Pipes, Spun Concrete, and ARC Concrete. The OFT alleges they broke a long-standing undertaking to the Restrictive Practices Court not to fix prices or tender for contracts collusively.

In 1965 the three companies, and other British Concrete Pipes Association members, agreed not to operate any agreement designed to restrict trade in the industry. The undertakings followed condemnation by the Restrictive Practices Court of such restrictive practices in the industry as price

fixing and collusive tendering. The OFT alleges the three companies broke the undertakings between 1974 and 1978 and are in contempt.

A fourth company, subsidiary of a nationalised industry corporation, was investigated by the OFT for alleged contempt. No action has been taken against that company. The OFT's action against three companies is under the Restrictive Trade Practices Act, 1976. Although it does not involve criminal proceedings, it enables the Director General of Fair Trading to apply for leave to issue a writ of sequestration of the companies' assets, and for any other action the court feels is just punishment.

This is the fifth time the OFT has brought a contempt action in reference to a Restrictive Practices Court case.

The last case was in 1966, when all eight members of the Tyne Mileage Conference Group of the Tyne Manufacturers' Conference were fined a total of £80,000 and had to pay legal costs.

The Court upheld the contempt allegations in the three previous applications. In 1961 the National Federated Electrical Association had to pay the court costs of the Registrar of Restrictive Practices; in 1964 one member of the Garage Equipment Association was fined £100 and ordered to pay the registrar's costs; and in 1965 eight members of the Calvinised Tank Manufacturers' Association were fined a total of £102,000 and ordered to pay the registrar's costs.

The hearing of the case involving the concrete pipe-manufacturers is set down for July 14.

NEB—Midland Bank small business loan experiment to end

BY JOHN ELLIOTT, INDUSTRIAL EDITOR

AN EXPERIMENTAL company launched in the North-East by the National Enterprise Board to provide Midland Bank loans to small businesses is to be closed, having failed to justify its existence.

This will coincide with a new overall plan by the NEB for helping small businesses. A total of £10m a year is to be available, for spending in partnership with the private sector, on small and medium-sized companies and on helping regional development. A bank loan guarantee scheme is one possibility being considered.

Only two small businesses have become customers of the experiment, launched jointly by the NEB and Midland Bank in September, 1978, and called Newtown Securities (North-east). It is to be shut soon and the businesses transferred to the bank's direct care.

The bank has recently set up a specialist subsidiary to help small enterprises.

The experiment's customers are Henry Hall, which makes shelving and racking, and Western Gloves, a glove manufacturer. Both have received loans of about £25,000. A total budget of £250,000 was originally allocated by the NEB and the bank to Newtown Securities which was expected to provide loans ranging from between £5,000 and £25,000.

No major lessons have been drawn from the experiment's failure except that the bank's High Street branches did not apparently provide as many potential customers as had been expected who would be interested in taking loans from the joint company.

A separate experiment launched more recently by the NEB in the north-west has been more successful. Called Sapling

Enterprises, it is owned jointly by the NEB and Collinson Grant Associates, a Manchester firm of management consultants.

It offers managerial and financial advice to businesses interested in accepting an investment of £50,000 or more from the NEB, and so far has three customers.

In future the NEB's broad small business role will overlap with its regional functions. It has been told by the Government to help small and medium-sized businesses, particularly in areas of high unemployment, and to help companies of all sizes in the assisted regions.

The £10m a year will probably be split equally between these two jobs although there will also be a further overlap with the NEB's other primary function of helping high technology ventures. Small technological companies are therefore likely to be prime candidates for NEB funds, once the organisation's new corporate plan has been completed.

The NEB is considering whether to become involved in a type of clearing bank loan guarantee scheme. Such a scheme has been examined by the present and the last Government, and there is considerable pressure from within the Conservative Party for a small firm's organisation for a scheme to be launched.

Chinese study grant awarded

DR. PAUL HARE of Stirling University has been awarded more than £2,500 by the Social Science Research Council to study Chinese economic planning.

Production of new Ford engines starts at Bridgend

BY KENNETH GOODING, MOTOR INDUSTRY CORRESPONDENT

FORD'S NEW family of advanced technology engines goes into production on schedule this week in the new £180m plant at Bridgend, South Wales.

The engines, the CVH series, will power the group's "world cars" as they are introduced in the 1980s. Output at Bridgend will reach more than 500,000 a year quickly, if all goes according to plan. About two thirds will be exported, mainly to continental Europe.

The CVH engine programme has cost Ford about £500m. Apart from the Bridgend plant, the programme included extensive re-equipment of the Rouge engine plant in Dearborn, Michigan, which will supply North America and South-East Asia.

Engineers from Britain, the U.S. and the Continent jointly developed the powerunit which Ford claims "introduces new combustion concepts, burns fuel more efficiently and provides higher standards of economy, power and emission control."

The family will consist of 1100, 1800 and 1600cc versions. The first car to use the new unit will be the replacement Escort—previously code-named Erika—to be launched in Europe in October at the Paris Motor Show. Erika will replace the Pinto and Bobcat in the U.S. It will be made for Far East markets by Toyo Kogyo of Japan, the Mazda group in which Ford has a 25 per cent stake, and by Ford Australia.

More than 1m CVH engines a year will be required initially. In about two years' time the replacement for the Cortina/Taurus—currently called the Tonic, will be launched. It will

almost certainly use the unit in some specifications.

Toni is another "world car" in that it will use common components, such as engines, gearboxes and axles, wherever it is assembled.

The present Escort is powered by Ford's Kent engine, also used in some Corinas and Capris. It is made at Dagenham and Halewood in the UK, and Cologne in West Germany. A derivative of the Kent is also used for the Fiesta. It is made in Valencia, Spain. Output of the Kent will continue.

Grants

The British Government contributed grants and other assistance totalling at least £70m towards the Bridgend plant. This represents £35,000 for each job created when the facility is fully on stream.

The Welsh factory, highly automated and suggested by Ford to be probably the most efficient in the world, has produced more than 800 of the new engines as part of an engineering evaluation programme. About 200 are fitted in Fiestas involved in a 10m-mile field-test throughout Europe.

Ford has issued details of the engine without presenting hardware for physical inspection. According to the company, the engines are designed for long life and minimum routine maintenance (less than one hour a year of average motoring).

The engine has a cylinder block developed for light weight and noise suppression, and computer-aided calibration of all control systems.

For the first time on a volume-produced European Ford engine aluminium is used instead of cast-iron for the head material.

To meet the need for a wide range of performance and economy, the engine's three capacities are produced in five different power-outputs, ranging from 55 bhp (brake horsepower), for the 1100 low compression, to 96 bhp (for the 1600 S).

Among its features, says Ford, is a "unique" hemispherical combustion-chamber, chosen as the best shape for a combination of low exhaust emissions and high fuel efficiency.

The overhead camshaft is supported by five bearings instead of the more usual three, minimising flexing under load, and hydraulic tappets are used on all versions, "ensuring that no adjustment is required."

The ignition system is designed to improve performance and reliability. For higher-powered versions, a high-energy breakerless system is used. It requires no routine maintenance apart from inspection of sparking plugs.

Lower-powered engines are fitted with a conventional contact-breaker but detailed design improvements have ensured maintenance of more accurate timing between services, Ford says.

The most powerful engine is fitted with a twin-choke Weber carburettor and a special camshaft. All other engines are designed to operate with Ford's Variable Venturi constant-vacuum carburettor, introduced in 1978 on the Cortina.

Public sector rises 'could wreck monetary policy'

BY JAMES McDONALD

EXCESSIVE pay awards to public sector employees could wreck the Government's hopes of tight monetary control and the realistic linking of pay to productivity, says the London Chamber of Commerce and Industry in its latest economic report.

A high proportion of wage settlements in the private manufacturing sector have been at about 15 per cent or less in the first months of this year but the message that pay and output must be linked "is made meaningless when the going rate of 20 per cent or so is being accommodated quite smoothly in the public sector," the report says.

With a Government pay bill likely to be 25 per cent higher this year, and a deepening recession, the Chamber warns against any hopes of that pay pressure will ease in the public sector.

The plausibility of the White Paper on Public Expenditure is also questioned. The report says the Government's medium-term strategy does not explain how it will achieve a transformation of the finances of nationalised industries from net borrowers must be linked "is made meaningless when the going rate of 20 per cent or so is being accommodated quite smoothly in the public sector," the report says.

Mersey coal terminal order awarded

Financial Times Reporter

THE MAIN contract for a new £125m coal shipping terminal at Garston on the River Mersey has been awarded by the British Transport Docks Board to Walker Engineering of Bristol.

Coal will be delivered to Garston by rail from pits in the Midlands and North of England. Up to 1m tonnes a year will be supplied from Garston to Ireland, and the Isle of Man.

The Government is making a special grant under the Railways Act of £239,000 towards new rail facilities.

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Town halls may face shortage of trained staff

By Gareth Griffiths

LOCAL GOVERNMENT could be faced with a shortage of trained administrators unless there is an overhaul of qualifications and training, the Association of District Secretaries has warned.

The association says the lack of recognition of qualifications has confused potential entrants into local government. It says less than 250 candidates tried local government administrative examinations last year.

The association wants to see the establishment of a single recognised qualification. Talks between the Institute of Chartered Secretaries and Administrators and the Local Government Training Board about training have been held for some time and last year an Administrative Staff Qualifications Council was set up to deal with the problem.

Mr. R. J. Morris, the association's president, said the talks offered a chance for a breakthrough in overhauling the present system.

Civil engineering orders slacken

BY ANDREW TAYLOR

THE WORKLOAD of small and medium-sized civil engineering companies is continuing to slacken, but larger companies are faring slightly better, according to the latest Federation of Civil Engineering Contractors quarterly survey.

The survey, conducted last month, showed that small and medium-sized companies had reported fewer new orders than in the previous quarter. But companies employing more than 1,000 workers reported "a mild improvement."

Overall, the outlook is gloomy, with 45 per cent of the 231 companies canvassed reporting fewer new orders than six months and a year ago.

Only the largest companies escaped the downward trend, with 44 per cent reporting improved order books.

More companies are cutting staff. Only 13 per cent of companies said they were using their plant to satisfactory effect. Small companies, whose posi-

tion had deteriorated since the January survey, faced particular difficulties with a growing proportion of their work at fixed prices, when raw material prices were rising sharply.

About 90 per cent of civil engineering work is for the public sector, which generally seeks to put all contracts lasting less than 12 months on a fixed price basis.


The Federation is receiving reports "not only of tenders being unrealistically squeezed into the 12-month period, but also of companies being asked to tender on a firm price basis for jobs blatantly declared as being over 12 months."

"This policy can only have the effect of sending an increasing number of smaller firms to the wall—and they are the companies which will be particularly needed if the Government's efforts to create enterprise zones and get more construction work back into the private sector are to succeed."



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We built a new factory. We built a new test track. We built a new truck. Now we'll build your confidence.

The road to the 80's has been a tough one for truck manufacturers.

Environmentalists demanded that trucks should be quieter and pollute the air less.

Operators wanted a truck that performed better for longer and more economically.

The fuel crisis demanded that engines should work harder and drink less. And drivers wanted better safety standards along with all the comforts of home.

Six years ago, it was quite clear to Leyland

can have when building a new truck is a computer.

It gave Roadtrain a chassis frame that achieved the optimum combination of lightness and strength.

It created a shape 35% more windcheating than any other production cab, eliminating the need for bolt-on wind deflectors.

It also helped us to win the 1980 Design Council Award.

But that which can create can also destroy.

When it comes to torture tests, a computer shows no mercy.

Roadtrain was subjected to months of the most gruelling tests that a computer could devise. Tests so severe, even a military vehicle would think of surrendering.

We asked drivers what they thought of it so far.

Roadtrain's cab isn't just spacious and comfortable, it's almost indecently so.

Throughout the development of the cab,

dozens of drivers of all shapes and sizes were invited to sample the product.

Their comments not only helped shape the end product, they helped it to operate more efficiently.

Keeping your truck on the road.

A truck as highly developed as Roadtrain deserves a range of support services that are equally as advanced.

Leyland have recently introduced a fully comprehensive package of services called 'Co-Driver'.

It will also come as a comfort to you to learn that Leyland has the largest distributor network in the country.

Go along and see Roadtrain.

Drive it. Compare it. And feel the unshakeable dedication and commitment that the team of Leyland designers and engineers have had to the T45 project from the start.

A truck built in the spirit of success is going to stay out in front for a long, long time.

that if a truck was to meet the demands of the 80's, it had to be founded on new thinking and advanced technology.

And so the T45 project began in earnest along with a new commitment and philosophy; not just to produce the most advanced Leyland, but a range of trucks that would be ahead of anything else on the road.

In order to achieve this, Leyland invested at unprecedented

levels in advanced technology to design the T45. In building a new plant to produce it. And Europe's most punishing test track to prove it.

No effort was to be spared. No avenue left unexplored.

It was going to

be done. And, more importantly, it was going to be done right.

Roadtrain. The shape of trucks to come.

Roadtrain 16.28 is the first of the new Leyland trucks to emerge from the T45 project.

It is a giant step forward in both design and engineering terms, yet it remains firmly based on established principles.

So it is evolutionary in concept. Not revolutionary.

Power comes from the Leyland TL12 Flexitorque engine.

A major development of an already proven power unit.

Perfectly matched to the engine is a Spicer 10-speed constant mesh splitter gearbox which is not only more durable, it also gives the driver easier and fewer gear changes.

Leyland helped develop the ultimate in twin-wedge braking for Roadtrain putting more braking surface in contact with the

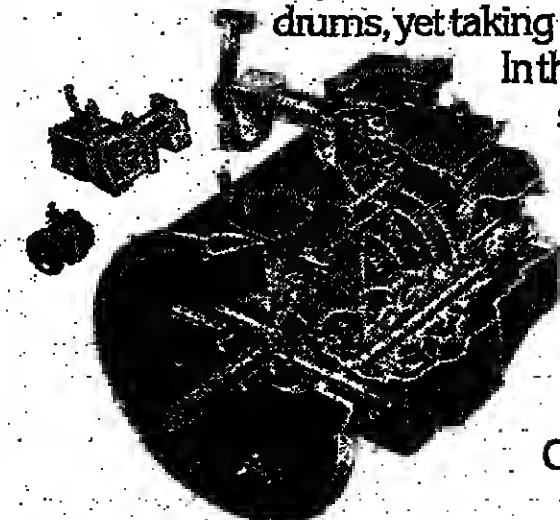
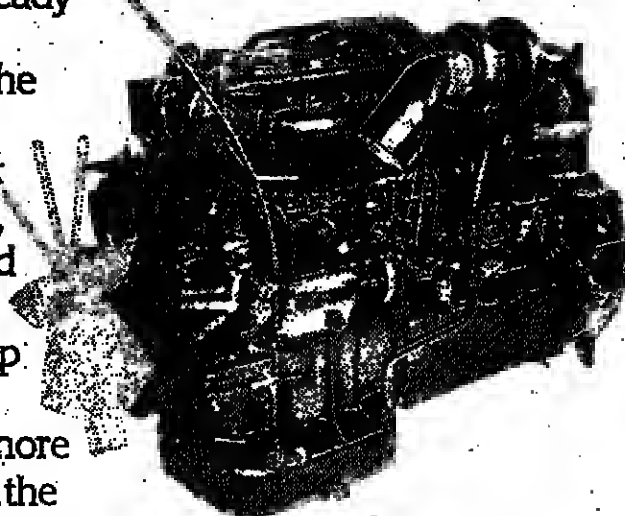
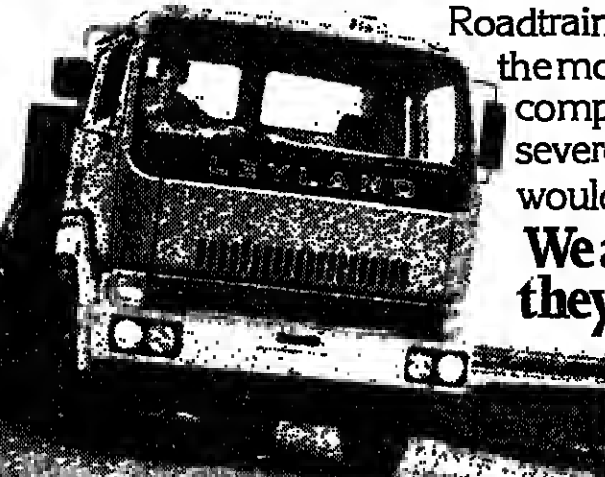
drums, yet taking up less space than conventional systems.

In the original design brief the highest ideals were striven for in terms of performance, durability, driver comfort, safety and reliability.

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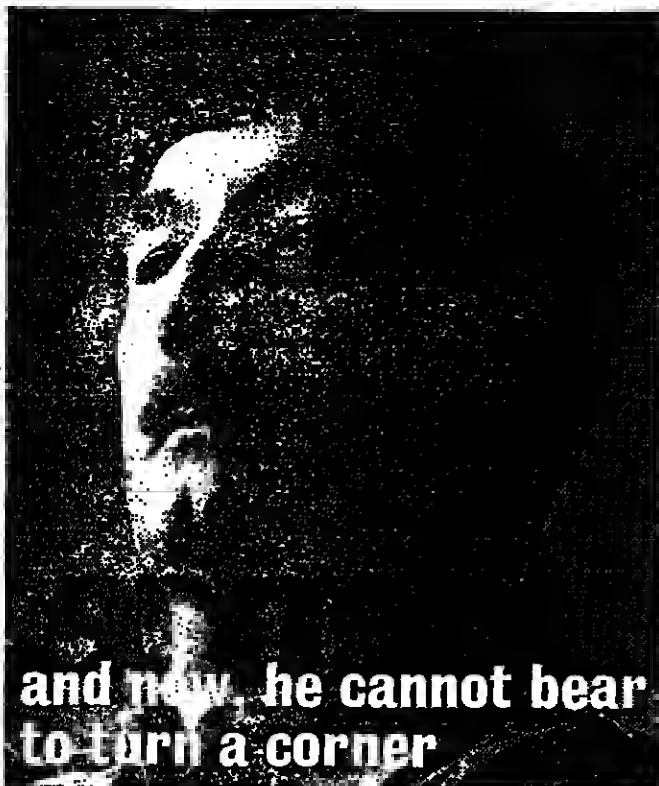


ROADTRAIN

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UK NEWS

Perhaps the bravest man I ever knew...



and now he cannot bear to turn a corner

SIX-FOOT-FOUR SERGEANT "Tiny" G*...e, DCM., was perhaps the bravest man his Colonel ever knew.

But now, after seeing service in Aden, after being booby-trapped and ambushed again more recently, Sergeant "Tiny" cannot bear to turn a corner. For fear of what is on the other side.

It is the bravest men and women from the Services who suffer most from mental breakdown. For they have tried, each one of them, to give more, much more, than they could in the service of our Country.

We look after these brave men and women. We help them at home, and in hospital. We run our own Convalescent Home. For some, we provide work in a sheltered industry, so that they can live without charity. For others, there is our Veterans' Home where they can see out their days in peace.

These men and women have given their minds to their Country. If we are to help them, we must have funds. Do please help us with a donation, and with a legacy too, perhaps. The debt is owed by all of us.

"They've given more than they could—
please give as much as you can."

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Burmah shareholders press Government

BY ALAN FRIEDMAN

A NEW EFFORT is to be made to settle the five-year-old Burmah affair. The Burmah Shareholders Action Group is urging the Government to return the Bank of England's one-fifth holding in BP to Burmah. The Bank acquired the 20.15 per cent stake in BP at the time of its rescue operation for Burmah in January 1975. Some Conservative MPs, then in opposition, objected to the Labour Government's action and expressed support for Burmah shareholders. The action group is asking the Prime Minister to "overcome any personal embarrassment and instruct her Cabinet to settle the Burmah affair with honour and without delay."

The request comes in a letter being posted to 150,000 share-

holders with Burmah's annual report and accounts.

Mr. Jonathan Stone, of the action group, said yesterday three members of Mrs. Thatcher's Cabinet—Mr. Patrick Jenkin, Mr. Michael Heseltine and Mr. David Howell—had previously criticised the terms of the 1975 rescue operation by which the Bank of England acquired the stake in BP formerly held by Burmah.

"If this affair is as disgraceful now as it was in 1975, then the Government should put it right," Mr. Stone said.

His organisation wanted the speedy return of the BP shares, against the repayment of £178m paid to Burmah, less BP dividends paid since January 1975. The value of the dividends

would probably exceed the payment.

The fact that Mr. Denis Thatcher had been a director of Burmah Oil Trading should not inhibit Mrs. Thatcher from moving quickly, said Mr. Stone.

A High Court hearing is expected to start in June 1981, but Mr. Stone said the Government should act before next year.

The letter is being sent to Burmah shareholders under Section 140 of the Companies Act (1948), which allows a group of more than 100 shareholders to send a communication with the annual report if it pertains to matters to be discussed at the annual general meeting. Burmah's annual meeting will be held on June 6.

Mrs. Thatcher to have first full meeting with Irish Premier

BY STEWART DALY

MRS. THATCHER is to have her first full-length meeting with Mr. Charles Haughey, the Irish Prime Minister, probably on May 20 or 21, when Anglo-Irish relations could be entering a strained period.

Northern Ireland is expected to dominate the talks which are the first on Ulster since Mr. Haughey reported to her a more favourable than his predecessor Mr. Jack Lynch became Premier last December.

Although Mr. Haughey has

adopted a low profile on Ulster generally, he has said that talks between the British and Irish Governments are the only way to achieve a lasting solution to the political violence in the province.

Within a few weeks, the British Government's proposals for devolution in the province are expected to be revealed in a White Paper following the 31 month conference between Mr. Humphrey Atkins, the Secretary of State for Northern

Ireland and three of the four main political parties in Northern Ireland.

It has been widely assumed that the White Paper will contain a scheme for a thinly disguised return to some kind of full-devolved assembly which ensures majority rule for the province and falls short of the minimum demand by the Social Democratic and Labour Party, the main Catholic Party in Northern Ireland, for power sharing at an executive level.

Tax charge 'could harm brewers'

By Gareth Griffiths

BREWERY companies are worried that possible changes in the method of assessing excise duty on beer could endanger the survival of some smaller brewers.

The industry believes a proposal by Customs and Excise to levy tax on the finished product instead of during production might lead to the abolition of the 6 per cent wastage allowance.

This concern is highlighted in a report by brewery analyst Colin Mitchell of stockbrokers Buckmaster and Moore. The report says it is important that the 6 per cent allowance be maintained. Its abolition would hit the smaller breweries more severely.

Mr. Mitchell says if the allowance is abolished under the new scheme some smaller breweries could face severe cash flow pressures.

At present excise duty is levied on the specific gravity of the wort—the liquid produced from the mash before fermentation has started. Customs and Excise would like to see duty levied on the finished product.

A change would present the department with two administrative advantages. Fewer staff would be needed, and the end product system of duty would be in line with likely EEC regulations.

The Brewers' Society will survey its members' reactions in the proposal. It is also likely to lobby the Government strongly for the retention of both the wastage allowance and the six week period of grace for duty payments after the beer is brewed.

London Weekend and Thames seek breakfast franchise

BY ARTHUR SANDLES

BOTH THE London commercial television franchise holders have said they are eager to take on breakfast broadcasting.

Eight companies have already made official applications to the Independent Broadcasting Authority for the contract for

this new ITV service. London Weekend Television and Thames Television are offering an alternative.

The full LWT application for its own contract—a bid which is opposed by only one rival—Mr. Hughie Green—says: "Should a separate breakfast-time contract not be awarded, it would be the company's intention to hold discussions with the London weekday franchise holder on the feasibility of a common seven day early morning service for viewers in the London regions."

The idea of a common London news service for the capital's television stations is novel. Mr. Bryan Cowell, managing director of Thames—which is also opposed by Mr. Hughie Green—said on Friday that the Company would start breakfast programme if the IBA preferred not to award a contract to a new company.

SPANISH SE PRICES

1980	May 9	Price
High	Low	
228	203	Banco Bilbao
228	203	Banco Central
228	206	Banco Exterior
228	200	Banco Hispano
137	122	Banco Ind. Gali
175	141	Banco Madrid
274	237	Banco Santander
180	140	Banco Urquijo
238	208	Banco Vizcaya
208	200	Banco Zaragoza
108	77	Orago
62	58	Espeñola Zinc
59.5	53.2	Fecsa
46	41	Gal. Pinedas
65.7	58.7	Hidrova
65	57.5	Iberduero
120	101	Petrolis
73	58	Petrubier
116	107	Sogefia
57	52	Telefonos
66.2	58.2	Union Elec.

Public Works Loan Board rates

Years	Effective from May 3		Non-quota loans A* at maturity	
	Quota loans repaid by EIP†	At maturity	by EIP†	At maturity
Up to 5	14½	14½	15½	15½
Over 5, up to 10	14½	14½	15½	15½
Over 10, up to 15	14½	14½	15½	15½
Over 15, up to 25	14½	14½	15	15
Over 25	14½	14½	15	15

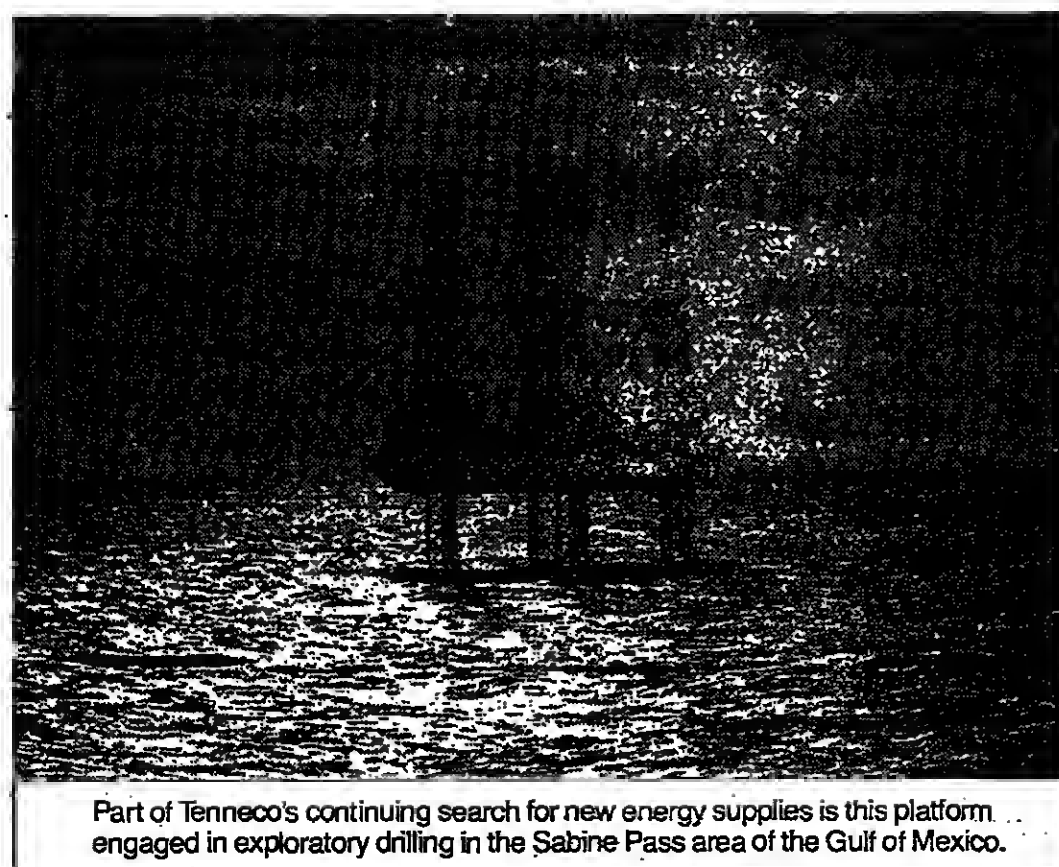
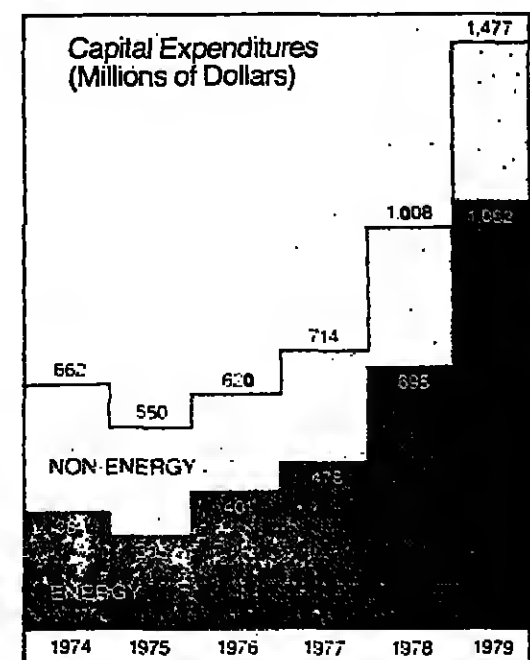
* Non-quota loans B are 1 per cent higher in each rate than non-quota loans A. † Equal instalments of principal. ‡ Repayment by half-yearly annuity (fixed equal half-yearly payments to include principal and interest). § With half-yearly payment of interest only.

Capital expenditures climb to record \$1.5 billion, with over \$1 billion spent on energy.

Tenneco increased its capital expenditures in 1979 to a record \$1.5 billion, up 47 per cent from 1978 and more than twice the amount of 1977.

More than \$1 billion, or almost double the \$571 million net income for the year, was invested in energy projects—\$953 million for oil and gas exploration, production, refining and marketing and \$109 million for improvements to our 16,000-mile natural gas pipeline system.

In the United States Tenneco acquired almost 1.4 million additional acres of mineral leases and fee lands in promising geologic areas onshore. And we again were very successful in adding offshore leases—12 prime blocks in the Gulf of Mexico, three in the Baltimore Canyon area of the Atlantic, interests in 15 blocks in the unexplored Georges Bank area off Massachusetts, and three in the Beaufort Sea north of the Prudhoe Bay Field in Alaska.



Part of Tenneco's continuing search for new energy supplies is this platform engaged in exploratory drilling in the Sabine Pass area of the Gulf of Mexico.

We also took a 50 percent interest in a giant oil-shale recovery project in Colorado and prepared to enter a test production program in the Athabasca Tar Sands of Canada. We began pipelining natural gas from Mexico, made progress on programs to obtain additional gas from Canada, obtained government approvals to participate in the nation's first commercial-scale plant to convert coal to synthetic natural gas, and continued plans to import liquefied natural gas.

Our energy record for 1979—increases in oil and natural gas production and full replacement of reserves produced, plus success in adding new sources of supply for our natural gas

pipeline system—points to our expectations from these additions and projects. And we expect our energy investments to grow even more in 1980.

Our 1979 investments also included more than \$400 million to expand our diversified non-energy businesses. They include farm and construction equipment, chemicals, automotive components, shipbuilding, agriculture and land management, packaging, and insurance.

That's Tenneco today: growing in energy... and more.

For further information, write Section FT-2 Tenneco Inc., P.O. Box 2511, Houston, TX 77001.

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POCLAIN LTD., TENNOCO CHEMICALS EUROPE LTD., TENNOCO EUROPE INC., TENNOCO OIL CO., TENNOCO WALKER (UK) LTD.

Co-operative Bank Group

EXTRACTS FROM THE STATEMENT OF THE CHAIRMAN, SIR ARTHUR SUGDEN
Highlights from the Group Accounts for the year ended 12th January 1980

	1979 £'000	1978 £'000
Total Assets	598,098	458,507
Group Profits before taxation	6,244	5,577
Group Profits after taxation and minority interest	5,941	4,642
Share Capital	8,000	8,000
Reserves	33,260	27,319

Co-operative Bank Limited

The past year has seen rapid developments in many areas of the Bank's activity.

Personal Accounts—expansion continues to be rapid with a 15% growth in account numbers during the year.

Personal Bankers—to help ensure a friendlier and more personal touch, selected branches are introducing Personal Bankers, specially trained staff who are allocated specific responsibility for all the requirements of particular groups of customers.

Small Business sector—activity in this sector continues to grow, with lending to businesses in general now standing at just under one-third of total lending.

Handycard—since its national launch in September 1979, expansion has been rapid, with over 40,000 holders at the end of the year able to use their Card in 600 shops throughout the country—the most widely available card of its type in the United Kingdom.

Visa—the Bank has become a "principal member" of Visa, the largest and fastest growing option account credit card operation in the world, and will begin issuing its own Visa Cards during 1980.

Co-operative Investment Management Limited—this new company has been established, jointly with merchant bankers S. G. Warburg & Co. Ltd., to meet the needs of co-operative society and trade union pension funds.

Handybanks—during the year the number of these convenient in-store banking points has grown with major developments particularly in London and Scotland.

Customer Service Bureau—this high-technology centre already houses the Bank's new main-frame computers with many times the capacity of the previous equipment at Manchester, and Bureau equipment now handles a growing proportion of branch back office routines.

Eurocurrency capital market participation—the Bank has raised US\$25 million by means of a floating rate capital note issue.

Leasing—designed to supplement the activities of F.C. Finance Limited, the Bank's subsidiary finance company, the Bank's own leasing facility has provided a growing service to the Co-operative Movement.

F.C. Finance Limited

Although the company's activities have expanded during the year, particularly as regards new business, the adverse effects of high interest rates throughout the year have seriously damaged profit performance. Changes in the mix of business have continued, with activity in personal and industrial credit, and in leasing, expanding compared with further reductions in property and construction.

Holyoake Insurance Brokers Limited

Insurance and investment contracts arranged for Bank Group customers trebled during 1979, and the services offered to customers were extended in several directions. In particular, the new "Club Insurance Scheme," offering what is believed to be the widest form of cover currently available to clubs at competitive rates, is generating a great deal of interest.

Staff

With continuing rapid expansion coupled with radical adjustments to methods of operation it has not been an easy year for any member of staff. Nevertheless, they have stuck to their tasks with a tremendous sense of purpose and enthusiasm which must augur well for the future of the Group.

Head Office, New Century House, Manchester M60 4EP
City Office, 80 Cornhill, London EC3V 3NY

The Principal companies of the Group are:

Co-operative Bank Limited
Co-operative Commercial Bank Limited
F.C. Finance Limited
Holyoake Insurance Brokers Limited
Co-operative Investment Management Limited



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Report on Lloyd's ready in fortnight

BY JOHN MOORE

THE REPORT into self-regulation at Lloyd's of London is expected to be completed and submitted to Lloyd's ruling committee within the next fortnight, and published next month.

It is likely to reveal among the seven-man working party, chaired by Sir Henry Fisher, which is preparing its differences of opinion on important issues affecting the troubled insurance market.

In the course of its deliberations the working party has drafted a new Act of Parliament covering Lloyd's affairs.

It is the intention of the 16-strong ruling committee of Lloyd's, after adding its own observations to the report, to make the findings public. Full publication is intended, rather than edited highlights.

The inquiry team is not unanimous over all its conclusions. In some matters a majority view has had to suffice. No minority report is planned, although the report is likely to reveal the differences.

The most important difference is likely to be over ownership of underwriting interests by approved Lloyd's insurance brokers. The team has studied how acute are conflicts of inter-

ests, between the broker's role as an agent of the assured, and the broker as insurer through the ownership of the underwriting agency companies which manage underwriting syndicates at Lloyd's.

Some of those giving evidence to the Fisher team said underwriting interests should be completely sold off from brokers. Other witnesses said directors of parent broking firms should not sit on boards of underwriting agency subsidiaries. Underwriting agency directors, some said, should not sit on the board of the broking parent company.

Taken in 1978

The decision to examine Lloyd's powers of self-regulation was taken by the Lloyd's committee in 1978 after a spate of problems in the market, which became public, and after widespread criticism of how Lloyd's dealt with the various troubles.

The working party was chosen by Lloyd's committee. It consists of four members of Lloyd's market, and three outsiders including Sir Henry Fisher.

Its terms of reference were

to examine Lloyd's constitution, the committee's powers, and other matters the working party thought appropriate.

Verbal and written evidence has been gathered during the past 17 months. It comes from all sections of Lloyd's and from parties outside the market. The draft new Act of Parliament is to be added to existing Lloyd's principal Acts of Parliament of 1871 and 1911. Additional bye-laws have been drafted.

Another difference is the question of how much information members of Lloyd's who do not work in the market should receive. Only about a quarter of the 18,500 private members actually work in the market.

The rest provide individual wealth in the form of committed capital, which allows the market to function, in return for a share of profits. Usually, private means of £100,000 has to be shown by prospective members.

There has been criticism by many non-working members that their underwriting agents, the concerns managing their affairs at Lloyd's have not given them adequate information about conduct of their interests within Lloyd's.

British Aerospace's high hopes for mini jet

● MICHAEL DONNE EXPLAINS PLANS FOR THE BABY AIRBUS

BRITISH AEROSPACE, the State-owned aircraft manufacturer, is now increasingly confident that it will be signing the first contracts with overseas airlines for the new BAe 146 four-engine short-haul jet airliner before the end of this year.

The salesmen have been on the road for several months, and already the group has several "letters of intent" to buy from various undisclosed airlines round the world. These are likely to be converted to firm contracts over the next six months.

The 88-106 seater BAe 146 represents a major investment programme for British Aerospace. Total development cost is likely to be about £250m, of which about £70m had been spent by the end of last year, with another £50m being spent in the current year.

The group, however, believes that it is on to a winner with what has been called the Baby Airbus—an aircraft designed to meet the need for a very short-range, "bus-stop" type of quiet jet that can fly from rough airfields, serving local communities that have never had air services before.

Demand for such an aircraft is immense. Studies by British Aerospace show that the growth in passenger traffic world-wide between now and the end of the century is likely to be about 6 per cent a year.

This will in turn generate a demand for up to 7,500 new airliners of all sizes, from the smallest feeder-liners, down to the smallest feeder-liners, worth in all about \$230bn (over £100bn).

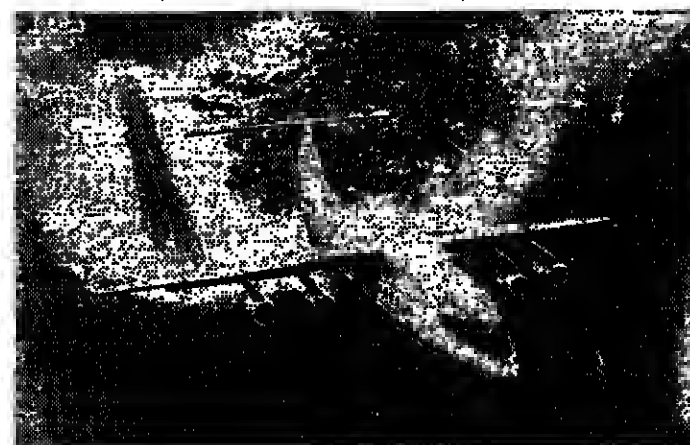
Of this vast market, about 1,650 aircraft, worth about \$26bn, will be for small, very short-range jet airliners—the "bus-stop" types, seating between 70 and 140 passengers.

The British 146 aims to cater for this specialist segment of the market. The aircraft will be offered in two versions—a Series 100, seating about 88 passengers, and a Series 200, seating about 106 passengers. Both will be built on the same production line.

Already, much work has been done. While the salesmen have been on the road, engineers have been pushing ahead on the prototype aircraft.

In the UK, seven British Aerospace factories are at work in various parts of the country—Brough, Chester, Bristol, Manchester, Scottish Aviation at Prestwick, Weybridge and Hatfield (where final assembly will be undertaken).

International companies are also involved. Saab of Sweden is building part of the tail unit and the wing trailing-edges, while Avco group of the U.S. is not only supplying the ALF 502-R3 jet engines (of 6,700 lbs thrust) but also the wings. Short Brothers and Harland, of Belfast, is supplying the engine pods.



of Belfast, is supplying the engine pods.

The aim is to get the first aircraft completed this year, for roll-out from the Hatfield assembly line next March. The maiden flight is scheduled for next May. A Certificate of airworthiness is expected to be issued by August 1982, by which time about 12 aircraft will have been built, of which three will be involved in the flight test programme.

The aim is to have 18 aircraft delivered to airlines by the end of 1982, and to be building three aircraft a month by 1983.

It is an ambitious target, but the British Aerospace Aircraft Group team engaged on the 146 is confident it can be achieved. In the sales campaign now

under way, they have already visited no less than 180 airlines and many more will be seen.

From these, they expect to win orders from perhaps 60 to 70 airlines through the 1980s, so that by the end of this decade there could be orders on the book for as many as 400 aircraft.

Whether this will result in a "break-even" position remains uncertain. British Aerospace does not disclose what the break-even production figure is, and will not say what the selling price is—although it is believed to undercut its competitors, such as the Dutch Fokker F-28, the Boeing 737-200 and the McDonnell Douglas DC-9-30, by about \$1m to \$1.5m. This would put the price per

aircraft somewhere between \$12m and \$13m.

The aircraft is being sold to the world's airlines on the basis of its fuel economy—the Avco Lycoming ALF-502 engines are described as the "most" fuel-efficient yet developed for any airliner—and its low noise.

The "noise footprint"—that is, the area on the ground at take-off and landing affected by its noise—is said to be about half that of the present-day turbo-propeller airliners, already the quietest in the sky.

British Aerospace recognises that it is taking a calculated risk with the 146. The aircraft is being financed with cash generated internally by British Aerospace, and no outside money is involved, either from the Government or from lending institutions.

The venture is being regarded in the strictest commercial light. Every six months, the Board of British Aerospace reviews the programme harshly, assessing the money spent against progress made. If at any time it becomes apparent that the venture is likely to fail, it will be cancelled.

But, so far, prospects seem good. The market is moving in favour of quiet, small, cheap fuel-efficient aircraft, and the salesmen are encouraged by the interest they have found in world markets so far.

Steel stockholders' new sales monitor

BY ROY HODSON

STEEL SALES in Britain are to be monitored more closely by a new system devised by the National Association of Steel Stockholders.

The steel market has been confused since the three-month British Steel Corporation strike ended last month. The corporation has found itself competing with a large volume of foreign imports.

The 270 member companies of the stockholders' association, currently handling 40 to 50 per cent of British steel trading, are now co-operating to produce an accurate trends survey.

First indications are that a clearer picture than anything previously available is emerging of the true levels of steel demand in Britain together with the present buying patterns of industrial companies using steel.

The stockholders are major beneficiaries from the misfortunes of British Steel. They are now confident that they will be providing 45 per cent of the steel used in Britain during the rest of 1980 compared with between 36 and 38 per cent in the period in 1979 immediately before the strike.

The main reason for the present confusion in the steel trade is that British Steel is having great difficulty in regaining the level of business that it held until the strike.

Customers are holding on to second and third lines of supply from foreign steel companies. Many have switched to stockholders and importers for sup-

plies and are reluctant to buy direct again from British Steel.

The association's trends survey is providing up-to-date information to stockholders about levels of trade, trends in credit terms, use of steel stockholding capacity, and whether companies are building up reducing stocks.

Steel stocks in Britain were almost cleared during the strike. Companies using steel and stockholding companies are generally resisting the creation of new stocks while money is dear.

Steel-using companies are expected to work with stocks of between four weeks and eight weeks, normal usage this year compared with 12 weeks to 18 weeks' stocks held before the strike.

The steel stockholders are also finding advantages in working with lower stock levels. At present they hold about 1m tonnes of finished steel which is about 30 per cent below their pre-strike stock levels.

A certain amount of purchasing from British Steel and from foreign companies to build stocks in the stockholders' warehouses is expected. Levels are not expected to exceed 85 per cent of pre-strike steel stocks.

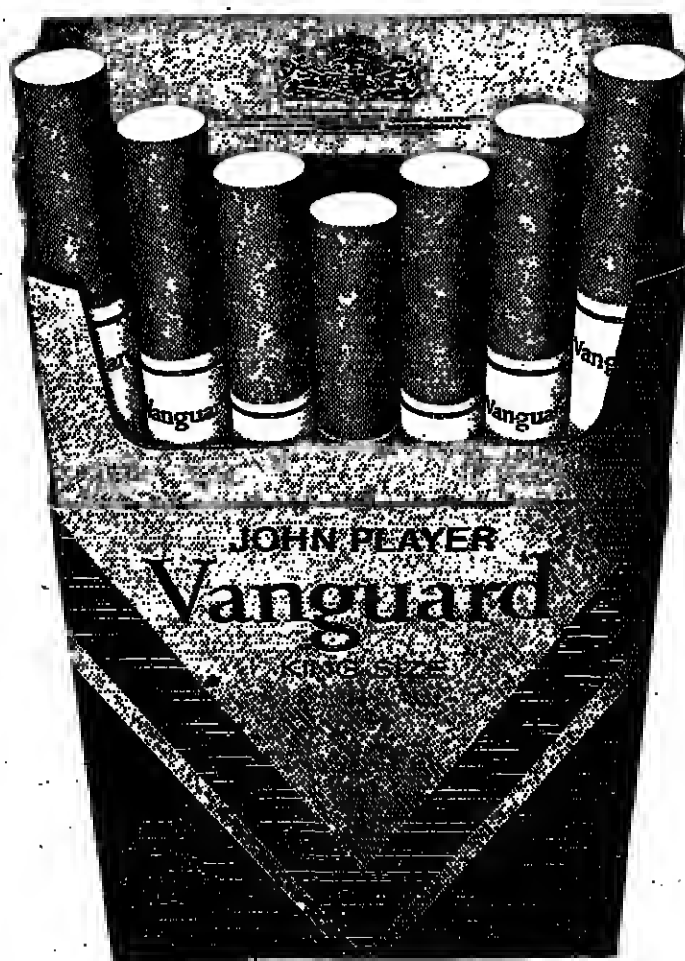
Stockholders are now estimating that the total impact of the strike on de-stocking on the British steel market together with the trade recession, will be a 10 per cent decline in demand for steel during 1980 compared with the previous year.

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This announcement appears as a matter of record only. March 1980

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 Morgan Guaranty Trust Company of New York National Westminster (Hong Kong) Limited Toronto Dominion (South East Asia) Limited
 Swiss Bank Corporation, Hong Kong Branch
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UK NEWS

Small claims scheme closed by success

BY ROBIN PAULEY

BRITAIN'S only small claims arbitration scheme is to close after nine years because it has become too successful.

The Manchester scheme's caseload has become too heavy, while its funds have been cut as part of local authority economies.

It started as a three-year legal research experiment funded by the Nuffield Foundation in 1971. It would then have closed but the success of the scheme in providing quick, cheap and simple justice for individuals with claims of less than £500 had attracted world-wide attention.

The newly created Greater Manchester County Council asked Mrs. Vera Ellison, a lawyer who founded the project, to expand its coverage to the whole county area. But last year the county allocated £30,000 in grant and then cut it to £20,000. This year funds have been withdrawn altogether. The scheme is not accepting any more new cases, although it will work through its backlog of about 150 outstanding claims until September.

Mrs. Ellison, who runs the scheme with two assistants, said the number of claims increased beyond control since January because 12 consumer advice centres were closed in December as part of the county council's expenditure cuts.

The idea behind the scheme was that both sides in a dispute should agree to accept the arbitration's scheme's decision. Simple papers were filled in and for a fee of £1 the case was

heard by a voluntary expert arbitrator.

Many claims were heard on site. In a dispute about a damp course installation against a builder, for example, an architect would be appointed arbitrator. He would visit the house, look under the floor boards and then sit in the living room with both parties, reaching a decision within perhaps half-an-hour.

Although cases were referred to the centre by citizens advice bureaux or solicitors, no solicitors could appear for either party. The arbitrator could be a lawyer but was more often a technical expert.

The case load rose from fewer than 100 in 1971 to more than 1,000 last year. On increasing number of claims involved car accidents or car repair work. More consultant motor engineers were added to the list of voluntary arbitrators, who often sat in the evenings so that people did not need to take time off work.

Overtaking

The fastest settlement was reached within one hour. A citizen's advice bureau sent a shopkeeper and a customer to the scheme with a dispute about a pair of jeans. They arrived, filed the papers and paid a £1 at the same time as a textile technologist was hearing some other claims. He settled the claim at the end of his list.

The administrative costs of running the scheme have remained constant since 1971 at £30 per case, achieved largely because of economies of scale. But with so much work and

no more funds the scheme was overrunning itself as a local private experiment. In addition to 1,000 cases last year the scheme gave advice to another 3,500 people on what action to take or what letters to write next.

Mrs. Ellison is now hoping for funds to support research to demonstrate the need for the county court structure to be reformed nationally, so that each court has a separate small claims arbitration section.

It could use the same buildings and sit in the evenings but without the usual expensive and complicated court apparatus of registrars and lawyers arguing in terms onotelligible to many claimants.

The present limit for a small claim in the county court is £200 and the legal costs involved, particularly in an unsuccessful or long and complicated case can be more than the claim itself.

For a higher claim—say £400—an unsuccessful claimant could risk a bill of thousands of pounds and may have to wait years for the case to be heard.

"There is a national problem which needs solving. We need a return to the Middle Ages style of justice where a quick, simple, acceptable decision was made by arbitrators on the spot in disputes at market," Mrs. Ellison said.

The only other small claims arbitration scheme was established as a research project in Westminster, in 1973. It flourished for lack of funds last year.

SHIPPING REPORT

Charter business starts to pick up

BY WILLIAM HALL, SHIPPING CORRESPONDENT

THERE WAS little development in tanker freight rates last week, but the volume of chartering business started to pick up, especially for the Ultra Large Crude Carriers.

London shipping brokers report a rather surprising flurry in demand for these giant ships in the Arabian Gulf. Exxon fixed a 480,000-tonner for loading mid-May on a voyage Westwards out of the Gulf at Worldscale 26. Several slightly smaller ULCC's have been fixed at Worldscale 27.

For trips Eastwards out of the Arabian Gulf rates are better. Shipbrokers E. A. Gibson reported Very Large Crude Carriers are commanding Worldscale 35/37 while Ultra Large are being fixed at Worldscale 28. Fixtures of Very Large Crude Carriers to the West have been virtually non-existent.

At the smaller end of the tanker market the time charter market continues to be buoyant. Galbraith Wrightson report a 48,000 dwt vessel was fixed for a year at \$12.45, equivalent to

Worldscale 195. Chevron fixed another smaller tanker (32,500 dwt) for six months at the equivalent of Worldscale 248.

In the dry cargo market, the signs are that the recent boom is beginning to peter out.

Galbraith Wrightson notes in its weekly bulk carrier report that demand for U.S. and Japanese steel is declining and this will soon have an impact on U.S. steel mills are working at close to 80 per cent capacity compared with 90 per cent a couple of months ago.

Managers' plea over shipbuilding

By Our Labour Staff

SHIPYARD MANAGERS have joined workers in their opposition to Government plans to sell off parts of their industry.

Mr. Adrian Askew, acting general secretary of the Shipbuilding and Allied Industries Management Association, said efficiency and viability could only come about if the shipbuilding industry remained united in the face of one of the worst recessions in history.

He said at the union's annual delegate conference at the weekend in Newcastle: "The Government should without further delay abandon any plans to sell off parts of British Shipbuilders. The industry should not become some kind of ideological football."

Mr. Askew welcomed Mr. Robert Atkinson's appointment as chairman of British Shipbuilders, however, he said his association would seek assurances that British Shipbuilders would be kept united and that Mr. Atkinson was not "some kind of hatchet man."

A motion was passed overwhelmingly by the conference expressing solidarity with the Confederation of Shipbuilding and Engineering Unions in opposing the fragmentation of the industry and invited the Government "specifically to repudiate any such intention."

Mr. John Parker, board member for shipbuilding at British Shipbuilders, told delegates that recovery to balance between supply and demand in the shipbuilding industry was still two years away. Even then it was dependent on a number of things including the growth to world trade and the rate at which old tonnage was scrapped.

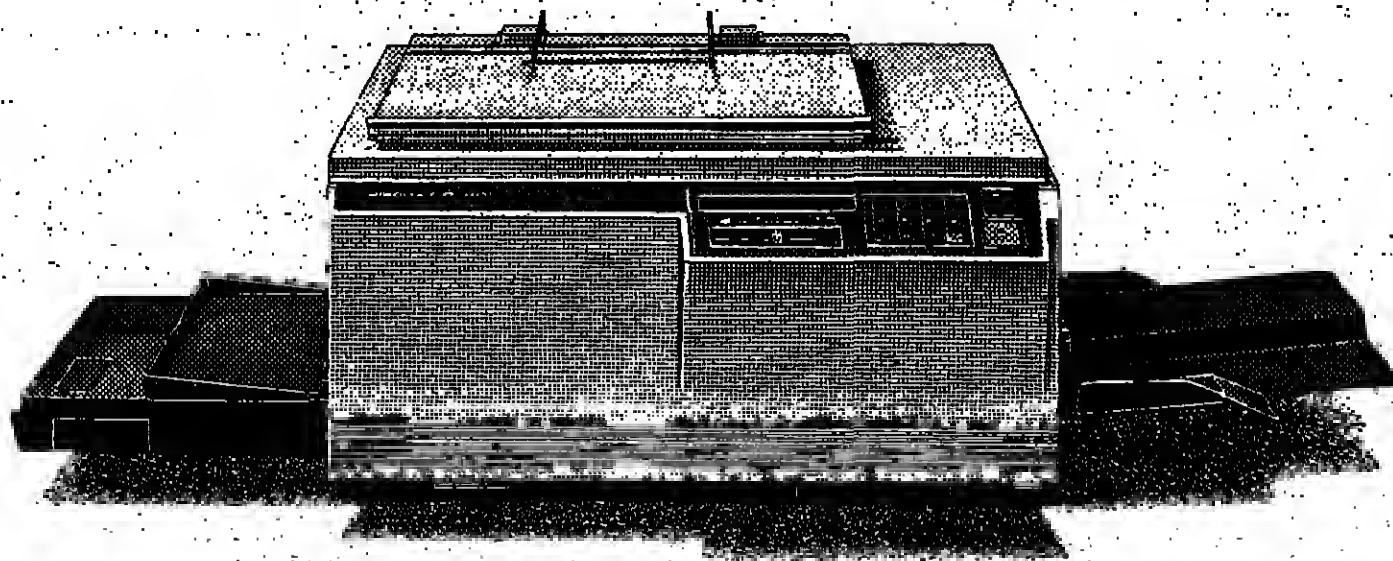
But he said that when the recovery did come it could be quite sharp.

"We need one good final shove to get us across the goal," he said, adding that the corporation's target order book of 4000,000 gross registered tonnes by this summer was "well on the way to being met."

He said the greatest threat remained uncertainty surrounding public sector orders which British Shipbuilders had planned for last summer. Mr. Parker said one of the things he wanted was a fairer deal for British ship-owners on vessel finance.

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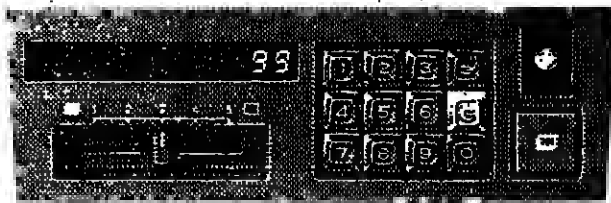
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UK NEWS - LABOUR

NEWS ANALYSIS • IPCS AND CPSA CONFERENCES

Unions threaten Civil Service pay system

BY PHILIP BASSETT, LABOUR STAFF

TWO OF the largest unions in the Civil Service are today poised to withdraw from the long running comparability system which determines their members' annual pay increases.

Final indications yesterday before the annual conferences of the Civil and Public Services Association and the Institution of Professional Civil Servants open today, in Southport and Eastbourne respectively, were that Mr. Ken Thomas, CPSA general secretary, would succeed in preventing CPSA withdrawal, but that the IPCS is likely to pull out.

Withdrawal of even one union would be a serious blow to the pay research system, which annually shows rises due to civil servants by comparing their pay and fringe benefits with those of industry.

The Government would probably welcome the Civil Service unions themselves dismantling what many believe has been a piece of inflation-stoking machinery since its inception in 1956, following the report of the Priestley Royal Commission on pay in the Service.

Ever since, governments have had to pay out the often embarrassingly large rises pay research shows are due.

Government efforts to control the system, for instance, by making it subject to cash limits this and last year, have not resolved the annual dilemma.

The Prime Minister must be pleased at the prospect of the unions themselves resolving it for this particular Government.

Other TUC unions are astonished at the prospect of the two unions voluntarily withdrawing from what the Transport and General Workers' Union research department has called "the most professional and expert job-for-job comparison exercise available."

A number of unions disappointed at the results of Clegg and other comparability exercises last year looked longingly at pay research. Even Prof. Clegg himself would like to see his comparability commission accepting fewer stop-gap references and taking on a role akin to that of the pay research unit.

So why are two unions representing about half of the 550,000 white-collar civil servants, considering withdrawal? For the IPCS, the answer lies mainly in a bitterly

disappointing arbitration award for half its members earlier this year. For the CPSA, long wracked by factional divisions, it lies mostly in the conflicts of its internal politics.

Though for years the more moderate of the two unions, the IPCS seems more determined than the CPSA to be rid of pay research. The union led its 50,000 professional and technical members into their first major strike last summer. The IPCS eventually agreed to go to arbitration, but the award, though it gave increases of 19.27 per cent, was a disastrous blow.

It went right against the basis on which settlements for the P & T group had been reached over the years, and was widely seen as a resounding victory for

collective bargaining and industrial action.

The left argues that the Government has repeatedly disregarded the present pay agreement. Because cash limits for the service are set before its pay settlement date of April 1, both pay research and negotiations which follow it have become irrelevant; and in any case, comparing low-paid members of the CPSA with low-paid workers outside the service simply promulgates the pay problem rather than dealing with it.

The right supports pay research, partly because the moderates are reluctant to take industrial action and doubt its effectiveness. They see the left's tactics as being politically rather than industrially motivated.

Mr. Ken Thomas, CPSA general secretary, thinks that without the pay research benchmark, this year's settlement would have been held down to the 14 per cent provided for in the cash limit, instead of the 18.75 per cent achieved.

He says withdrawal would mean the union would have to "book out tickets and depart forthwith for the wilderness." Despite political manoeuvring by the left over the conference agenda, Mr. Thomas's personal popularity is expected to sway the delegates.

Technically, it needs a two-thirds majority of representatives from all nine Civil Service unions to give the required six months' notice on the present pay research-based pay agreement. Under the new representative arrangement of the Council of Civil Service Unions, brought in this month to replace the old national Staff side, the CPSA and IPCS between them can muster 31 out of the 63 seats.

The second largest union, the Society of Civil and Public Servants, whose pay research comparisons with higher-paid bank and insurance staff tend to produce satisfactory increases for its members, will not lend its support. But if the CPSA and IPCS could win over other unions dissatisfied with pay research, the two-thirds majority could be achieved.

Even if only the IPCS stands out against pay research, the system would be seriously undermined, threatening the future of a much-envied body for the other Civil Service unions.

Thinking on pay research in the CPSA, as on most matters in the union, is split between left and right. The left would like to be free to determine pay increases by any combination of comparability,

the Civil Service Department. The IPCS responded by refusing all co-operation with pay research after this year. Conference is expected to endorse the decision tomorrow.

The union argues that pay research has become a straight-jacket that it has failed to keep Civil Service pay abreast of rising pay and prices, and that it has failed in one of the main aims outlined by Priestley in 1955, of protecting pay in the service from political intervention. Crucially, it has failed to maintain internal pay relationships at present top grade blue collar civil servants are earning more than the IPCS organised supervisors they work for. The union is seeking for a new system which would restore differentials.

Thinking on pay research in the CPSA, as on most matters in the union, is split between left and right. The left would like to be free to determine pay increases by any combination of comparability,

later. No talks had been arranged with the union. ITN says it is prepared to meet union officials at any time.

The dispute over the handling of news material handled by Electronic News Gathering (ENG) equipment started on Friday when ACTT members at ITN refused to handle material from Gramplan Television. ITN says such material has been handled in the past and is now a customary part of normal work.

Mr. Nicholas said ITN could not accept that such material should be subject to veto by local union officials. The company had held talks with the ACTT over a local ENG agreement since November. It had invoked a procedure laid down at the end of the ITV strike in the autumn, in order to break the deadlock.

About 250 ACTT members at ITN are involved in the dispute. They rejected the ITN local new technology proposals at the end of March.

No talks fixed in ITN dispute

BY GARETH GRIFFITHS

INDEPENDENT Television News is likely to remain blacked out until at least the middle of the week because of a dispute over electronic news gathering technology between the ITN management and the Association of Cinematograph, Television and Allied Technicians.

Mr. David Nicholas, ITN's editor, said yesterday he could not see any possibility of transmitting programmes before Tuesday and perhaps

later. No talks had been arranged with the union. ITN says it is prepared to meet union officials at any time.

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Building and Civil Engineering

Major awards to Taylor Woodrow

MAIN CONTRACTOR for the construction of a 10-storey office block at Farrington Street in the City of London is Taylor Woodrow Construction, Norwich Union Insurance Group is funding the development estimated to be worth about £11m.

Architects are R. Seifert and Partners, quantity surveyors, Rider Hunt and Partners, and consulting engineers (structural) Taylor Woodrow's architectural design division, with services by the company's mechanical, electrical and process division.

Work involves the erection and completion of the block which will provide some 96,000 ft of net office space. Also included are service areas in the basement and at roof level, and parking facilities at ground floor level. A restaurant will be provided at basement level.

The building has a reinforced concrete frame on piled foundations with a granite facing to the Farrington Street elevation; pre-cast aggregate panels in the remaining elevations; and some brickwork at ground level.

Provision is made in the contract for all plumbing, mechanical, electrical and lift installations, air conditioning, suspended ceilings, carpeting and other furnishings.

External work to be undertaken includes paving, drainage, mains connection, landscaping and ancillary works.

The project is now underway and completion is scheduled for autumn 1981.

British Airports Authority has appointed the company as managing contractor for the new terminal four complex at Heathrow airport which is to handle 8m passengers a year (bringing Heathrow's capacity up to 13.8m passengers a year).

This project is estimated to cost £150m and includes a terminal building, forecourts, aprons and taxiways, multi-storey car park, link to the cargo tunnel, a new connection to the A30, and landscaping with noise barriers and blast screens. Design also allows for future underground rail links.

£3m housing by Lovell

WORK HAS been started by Y. J. Lovell on a two-year project, at Bewbush North, Ifield, Crawley, Sussex. The contract calls for 176 three-bedroom, four and five-person houses using the Lovell timber frame housing system. When the dwellings are completed, over 700 homes will have been built on the estate by Lovell, for Crawley Borough Council, under contracts totalling nearly £10m.

This latest contract involves building the houses in 22 terraced blocks using eight house types. Cladding will be in brickwork, with tile or timber sections on some of the dwellings.

Rush and Tompkins busy

LARGEST OF the latest contracts awarded to Rush and Tompkins totalling £5.25m is worth £1.93m and is for the construction of a factory and offices for the Imperial Groop at Melbourn, Cambridge.

Work is due to start shortly on a £400,000 warehouse extension and loading bay for Brunton and Co., at Wandsworth in south east London, and two refurbishments have recently started in central London. One of the latter is for improvements to offices at 207-209, Regent Street, W1 under a £394,000 contract for the Crown Estate Commissioners, and the other is for alterations and refurbishment of the Drum Bar at Waterloo Station to form a fast food unit for British Transport Hotels (BTH).

The latter project is valued at

£382,000 and will be the second refurbishment within a year that Rush and Tompkins has carried out for BTH in association with the architects Stewart McColl Design Associates.

The company also has three contracts in the North East of which the largest, worth £1.65m is for alterations and additions to the Greater Lancashire Co-operative Society's store in Market Square, Lancaster. This involves demolition of part of the existing store, rebuilding behind an existing facade and alterations to that part of the premises which is being retained.

Other jobs in the North East are a £120,000 contract for Boots at Billingham and a £376,000 project for Blackett Hutton and Co. at Guisborough, Cleveland calling for testing facilities, a pattern store and ancillary works.

Midlands work for Laing

TWO CONTRACTS totalling together nearly £4m have been won in the Midlands by John Laing Construction.

The company will build a two-storey geriatric ward block and a day hospital at the George Eliot Hospital in Heath End Road, Nuneaton, under a contract worth more than £2.3m for the West Midlands Regional Health Authority. Work is due to start this summer with completion scheduled within the next two years.

Construction will be of pre-cast concrete frame with brick cladding and the contract also

includes alterations and extensions to the existing hospital kitchens and dining room, together with external works.

At Birmingham, General Hospital, the old casualty block is being demolished to make way for a new teaching block being built for the University of Birmingham in association with the Health Authority. This project is worth £1.5m and will be constructed in reinforced frame on pile foundations with brick cladding and a mainly pitched, tiled roof. Work also includes provision of all electrical and mechanical services plus lifts and fixed laboratory furniture.

£9.8m office block

UNDER A £9.8m contract from Heathersett Investments, Sir Robert McAlpine and Sons is to build an office block in Monument Street, London, opposite Billingsgate Market.

On a restricted 1,800 square metres site, the eventual 40-metre high structure, measuring 70 metres by 16 metres on plan, will offer some 12,000 square metres of office space.

crete frame construction, externally clad in brickwork, it will be supported on piled foundations following 10,000 cubic metres of excavation to a maximum depth of 12 metres. The architect is R. Seifert and Partners, quantity surveying will be by Cyril Sweett and engineers are Pell Frischmann and Partners. Completion is programmed for mid-1982.

East London road study

A SCHEME for a new road linking the A13 at Beckton in East London to the A2 at Falcounwood, Kent, is to be studied for the Department of Transport by Sir William Halcrow and Partners.

Such a road, 9 km long, would involve a new crossing of the Thames, and would assist the development of the East London Docklands by providing adequate access to the trunk road network in London and beyond.

Halcrow's report will compare possible alternatives on engineering and environmental grounds and will assess whether the scheme is justified in traffic and economic terms. On completion of their report the consultants will organise a "public

consultation," when members of the public will be asked to give their opinions by completing questionnaires.

The standard of the road will be based on traffic predictions to be made by the consultants, but the terms of reference specify that it shall not be less than that of the North Circular Road, which is a dual 2-lane all-purpose road. It has not yet been decided whether the river crossing will be a bridge or a tunnel, and evaluation of both alternatives forms part of the consultants' brief, as does the location of the crossing.

Halcrow's appraisal of the scheme is required by Spring 1981, with a view to the public consultation being held in the autumn of that year.

£9m worth to Lelliott

NUMBER OF different contracts just announced by John Lelliott total about £22m, and include a £650,000 refurbishment and upgrading office and factory project for Pasolds at Langley, Slough.

Two jobs for McDonalds Golden Arch Restaurants are worth about £1m and are for the formation of premises in Staines and London's Tottenham Court Road.

Work has also started on a DIY centre in London SW19 for Wickes Building Supplies under a £607,000 contract.

Other work includes alterations and fitting out of a bank and offices in the City of London for Banco de la Nacion Argentina.

More work for Monk

SIX CONTRACTS, comprising civil engineering work mainly in the north east, and a pipeline in East Suffolk, combine to make a total of about £2.8m awarded to A. Monk and Company.

Work at Doncaster for British Rail is valued at over £200,000 and covers railway embankment widening near Frickley. Resurfacing of runways, hangar aprons, taxiway, and a camp road, make up a £607,000 award from the Property Services Agency at the Allanbrooke Barracks, Topcliffe, North Yorkshire.

Improvements to the Leeds southern ring road are worth another £415,800, and include 860 metres of dual carriageway on the A610, plus a roundabout, at its junction with Royds Lane.

Nottingham concert hall

BOVIS HAS just started work on a 2,500 seat concert hall under a £7.5m contract awarded by Nottingham City Council.

This will be built on the city's island site alongside the Theatre Royal (which was rebuilt and restored to its original style by the company during 1975-77).

Bovis is again involved with Renton Howard Wood Levin Partnership—also architects for the restoration of the theatre—in this complex design.

Both buildings will be linked at street level with a new central box office which will cater for the entire complex.

The interior of the concert hall has multi-level foyers with bars, busts and general meeting areas which will be linked by a glazed staircase which will spiral up and out. Two passenger lifts will also provide access to all levels.

Steel for Cyprus

SHERPSHIRE-BASED structural engineer, W. H. Smith & Co. (Whitchurch) is to supply and supervise erection of 1,200 tonnes of steel for the Dhekelia B power station in Cyprus.

The £1.8m order was placed by the consortium of George P. Zachariades and Atlas Pantou Co., of Limassol, and delivery is scheduled for July to September this year.

Consulting engineers for the project are Scott Wilson Kirkpatrick and Partners of Basingstoke.

Award to Turriff

CONSTRUCTION of the Castington Young Offenders Establishment, Morpeth, Northumberland, is to be undertaken by Turriff under a £1.6m award from the Home Office.

The contract includes the superstructure for the reception, kitchen, living and sports hall blocks and there will be a new administration block, and a control/surgery block. The brick and concrete structure is to be of conventional design and there will be associated landscaping to include trees.

Architects are D. A. Reed and Associates in association with the Home Office Directorate of Works; quantity surveyors are Crosher and James. Completion is due in the spring of 1982.

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Industrial project

BRYANT-SAMUEL Investments, in association with the Standard Life Assurance Company, has commenced development of a major, new 30-acre industrial site at Solihull, Warwickshire where Bryant Construction will be carrying out the work.

Called Monkspall Industrial Park, Solihull, the site is located about 800 yards from the M42 junction with the A34 Birmingham to Oxford trunk road, with the NEC, Birmingham Airport, the station a few minutes drive away.

The site will produce over 900,000 square feet of new warehouse and industrial accommodation, and work on the first phase is beginning. The result that almost 200,000 square feet will be released between June and August this year.

Traffic flow will be controlled by a management office at the main entrance and the whole area will be landscaped to enhance the surroundings, which include a 60-acre public amenity area. This will be created in conjunction with the local authority and will be dedicated by the Insurance group in Solihull Council with a full security control maintained on the estate by the landlord.

Architect is Peter Hing and Jones; quantity surveyors Hart Gilmore Associates; and building work is being carried out by Bryant Construction.

The units will be available on lease for industrial or warehouse purposes, and rents for the first square foot will be from £2.30 per square foot.

Joint agents are Phoenix Beard and Grimley and Son.

IN BRIEF

● Haden Young has been awarded an £800,000 contract for the installation of all mechanical services for new offices in the London Crosswall development which comprises office and residential accommodation in two linked blocks.

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Tribute to Wimpey

GEORGE WIMPEY has won the "Man of the Year" award presented annually by Construction News.

It has been won in Wimpey's centenary year when guests at a luncheon in London last week to mark the occasion were reminded that the business was acquired in 1919 for under £3,000 and today turnover is over £1,000m.

Speaking at the presentation of the award, Mr. Gordon Brunton, chairman of the civil engineering economic development committee and managing director of The Thomson Organisation said it would be misleading to deduce that after 100 years of strenuous effort that Wimpey was beginning to flag. On the contrary it was very apparent that since recent management reconstruction the group had been given new impetus.

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Word Processing

The means exist now to greatly increase the efficiency of the office, so that many laborious tasks, and some complicated ones, can be done by machines. A race to supply the varied hardware to do this work has developed between manufacturers, big and small who are anxious to win a strong position in the market.

Assault on the office of 1980s

By Guy de Jonquieres

A REGIMENT of salesmen, armed with all manner of time-and-motion studies, flow charts and impressive-looking statistics on workers' productivity, is waging a vigorous campaign to bring automation to the office of the 1980s. If your office has not yet been visited by these advance guards of the technological revolution, the chances are that it soon will be.

The marketing arguments deployed invariably emphasise how superlatively—by comparison with the factory—the office has been affected by automation until now. The latest machines which will change this pattern will be on show at the International Word Processing Exhibition at Wembley Conference Centre from May 20-3.

Most of the innovations introduced since 1900, like the electric typewriter and the photocopier, have been aimed at simplifying and speeding the performance of existing operations rather than at changing their essential characteristics.

But the means exist today to increase greatly the output and efficiency of the office by turning over to machines many of the most common and repetitive tasks which hitherto had to be performed mainly or exclusively by human beings. Automation, it is argued, will not only free office personnel to concentrate more on issues requiring human judgment and decision; but, with staff overheads constantly rising, and the cost of the latest electronic technology falling, there may in the longer run be no option but to automate.

The word processor will be the starting point chosen by many companies wishing to put the fruits of the latest technology to work. An estimated 60 companies are marketing such machines in Britain alone, and the prospective customer may well find that his main difficulty in deciding to make a purchase lies in selecting one model from dozens of different products competing for his attention.

Evolution

Though capable, if properly employed, of having a dramatic impact on efficiency, word processors do not in themselves represent a revolution in technology. Rather, they are the product of a steady and clearly traceable evolution which began with the invention of the manual typewriter.

The main feature which distinguishes a typewriter from a word processor is the addition of a memory, enabling information fed into the machine via the keyboard to be stored and

played back later. One of the first word processors, the Sholz, developed in the U.S. early this century, used folded punched cards. This was followed in the 1940s by the Friden Flexo-writer, also American, which used punched paper tapes; these could be swapped around at will to allow information from a variety of different sources to be compiled into a single document.

The next step, pioneered by IBM in the early 1960s, was to replace paper by magnetic tape, then by magnetic cards, enabling an operator to make limited textual amendments. But the biggest advance of all, largely responsible for the growing versatility and popularity of word processors, has been the development over the past five or so years of inexpensive chip-based micro-processors and electronic memories.

The advent of the micro-processor has made it easier to apply computing power to word processing. This has meant that not only the content of a document can be changed, but its format too. Modern word processors allow the operator to remove, insert and re-order whole paragraphs, as well as individual words, while ensuring that columns of text are automatically justified (i.e. have flush sides) and hyphens inserted where appropriate.

The more sophisticated machines offer other features as well, including the capacity to list names in alphabetical order, to search for and retrieve files and to substitute one word or phrase for another consistently throughout a docu-

ment. Some machines also permit simple calculations, such as addition, to be carried out and the results to be inserted in the text.

This expansion of functions has been accompanied by improvements in hardware. Since the early 1970s word processors have sprouted video display units (VDUs), similar to television screens, on which information can be shown while it is being worked on via the keyboard.

The VDU was developed originally as a way to display data generated by computer and transmitted at speeds too high for a conventional printer to handle. But its arrival has also facilitated the task of manipulating information when extensive editing is required.

Clearer

Printers have been improved, too; the near universal use of fixed carriages and moving heads has led to clearer and more even reproduction of characters than on a typewriter. The golf ball head, borrowed from the typewriter, is still common where low speeds are adequate, though revolving "daisy wheel" printers, which are up to four times faster, are rapidly gaining in popularity.

More recently, ink jet printers have been offered by a number of manufacturers. These spray tiny jets of ink on to the paper, forming patterns of closely-spaced dots which, to the naked eye, appear as characters. Though they are almost twice as fast as daisy wheels, the quality of ink jet printers is not quite as high.

Sharp reductions in memory costs have extended the range of storage media that can practically be attached to a word processor. Magnetic cards, which can store only about five pages of text, have mostly given way to tape cassettes and, increasingly, to flexible discs, which can store up to 160 pages at reasonable cost. The new generation of high-density storage rigid discs, just starting to reach the market, may prove worthwhile for larger installations, though they are quite expensive.

The benefits to be obtained from word processing vary, as might be expected, according to the type of material being processed. Its volume and the size of organisation in which it is being performed. A study by the Civil Service Department published last year found that in a Government office output of mixed typing loads was between 10 and 70 per cent higher than when using electric typewriters. The biggest gains were achieved when extensive textual amendment was required and when repetitive and multiple address material was being handled. For "one-off" documents and correspondence, the improvement was comparatively small.

The prospective user must make a basic choice about the type of word processing installation that suits his needs. If his organisation is small, with only one office, he probably should choose a "stand alone" machine which, as its name suggests, is an autonomous unit. For larger scale applications, the likely solution will be a clustered configuration, in which several

word processor terminals are linked to a single, central processing and memory facility. Printers may be scattered in a variety of locations.

It seems unlikely that most executives will want to operate the machines themselves, once the initial novelty has worn off. Typically, they will dictate a letter to a secretary who will "key" the text into the machine and run off a draft copy.

Final version

After this has been checked by the author, any corrections can be made on the VDU screen and the final version printed out. The text of standard letters can be stored for long periods in the word processor and arrangements can be made to allow manual insertion of words and phrases, at specified points where updating of text or a more personal touch are required.

But the real value of word processing lies not just in its ability to speed up the output of printed paper; it promises in the future also to reduce radically the sheer volume of paper that needs to be shifted from one place to another. This can be done by linking distant word processors together in an electronic mail system.

It would work like this: an executive who wished to communicate with another businessman 1,000 miles away would have his message "keyed in" to a word-processing device. It would then be converted into digital pulses and sent over a telephone line to another machine at the receiving end,

which would alert the intended recipient that a message had just arrived. Then, by pressing a button, he could call it up on his VDU screen, have a hard copy printed or have the message stored in a computer memory for future reference.

Transmission would cost only a fraction of the price of sending a first-class letter and would take place in a few seconds. Moreover, the whole operation could take place without the message ever being committed to paper, if the sender and the recipient so wished.

A further logical step is to integrate word and data processing in one system. Many word processors are in fact specially adapted microcomputers, though on most of them the two functions are not integrated. Among those companies which have gone furthest towards full integration is Wang of the U.S., and others seem certain to follow this trend.

At some point in the future, technology will no doubt permit offices to be built up around individual work stations. These would be desks equipped with VDUs, keyboards, telephones and perhaps copiers and facsimile as well. The information flow between these terminals would be carried in digital form, both inside the same office and between distant locations.

Before this can be done, satisfactory solutions must be found to the intricate problems of devising software which enables all the different elements in such an integrated system to work together smoothly. This is likely to prove a major task, though systems

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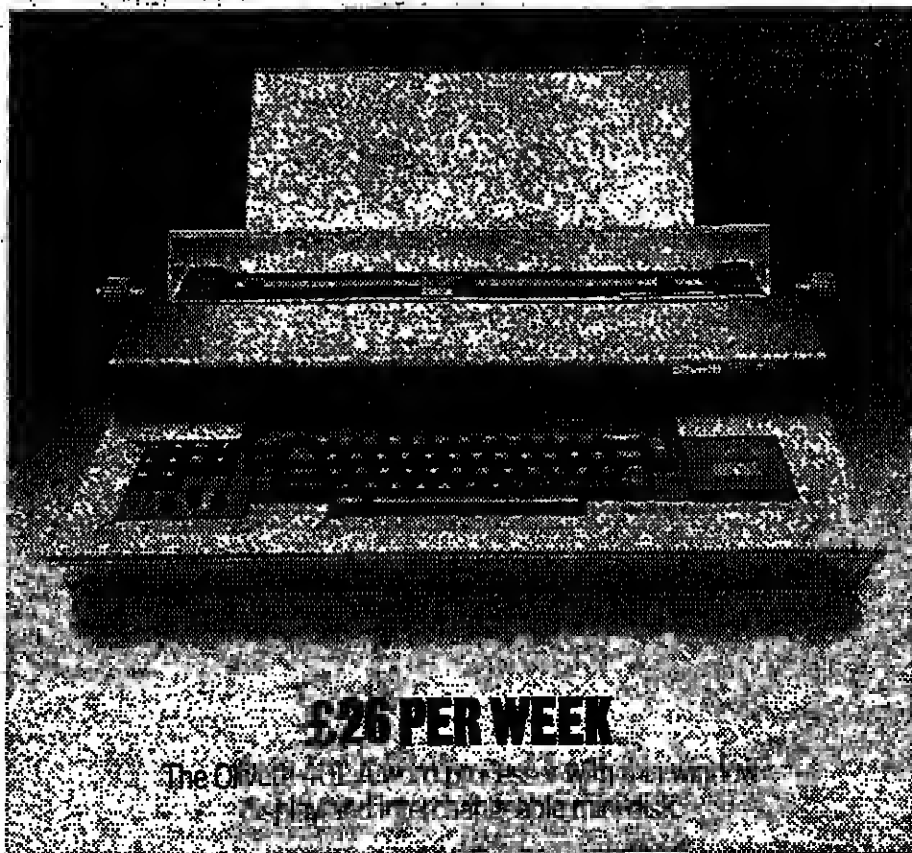
they will make major progress over the next few years.

However, the speed with which such schemes are put into effect will not be governed by technical factors alone. Complex social considerations will play an increasingly important role. Office automation, if it is to make its full contribution to increased efficiency and productivity, almost certainly will entail far-reaching upheavals in established routines.

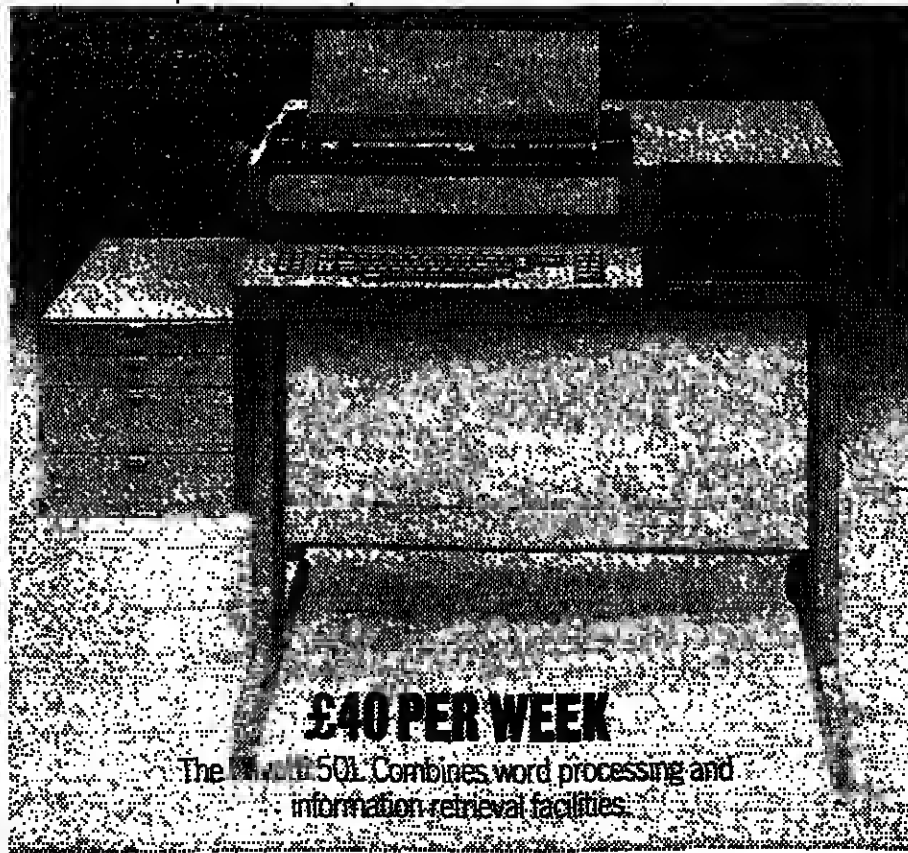
Many existing jobs will have to be redefined, and some may well be lost. Inevitably and understandably, there is certain to be resistance from a number of quarters to too rapid a pace of change.

The manager of tomorrow who contemplates embarking on such a change will have to be able not only to master the essentials of the latest developments of technology; he must also be prepared to deal with the very real human and psychological implications which flow from them.

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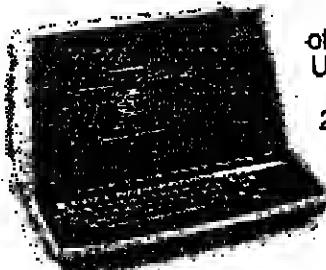
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WORD PROCESSING II

Electronic mail replacing work of the secretary

AT ITS offices in Tulsa, Oklahoma, the U.S. oil company Amoco is in the process of phasing out the secretary. When an executive wants to send a letter, he calls up a central word processing facility and dictates the text. An operator then enters it into a computer via a keyboard and it is edited by the executive, either in hard copy form (i.e. printed on paper) or on a display screen close to his desk.

If the letter is to be sent to another employee of the company or to a recipient with a word processing machine, the executive simply presses a button and it is transmitted electronically. For communications intended for wide distribution, the company has drawn up a number of "mailing lists." If any of the intended recipients is not linked to the electronic network, the system automatically prints out a copy of the letter and a mailing label bearing his name and postal address.

Amoco's system is one of the most advanced now in operation anywhere. But if industry experts are to be believed, the next decade will see a dramatic growth of so-called electronic mail services which will offer faster, cheaper and more convenient facilities for document transmission than are currently available either from telex or through the postal services.

Benefit

Electronic mail is a generic rather than a specific term. It covers a wide variety of methods for transmitting different types of documentary material. But, clearly, if it is to develop in a way that will benefit the maximum number of users, measures must be taken to ensure that as many different terminals as possible can communicate with each other in mutually intelligible language.

National telecommunications administrations from many countries are already at work in the Geneva-based International Consultative Committee for Telephone and Telegraph (CCITT) on a proposed standard for one form of electronic mail. It aims to lay down agreed technical norms, govern-



An operator using a Vydex terminal which allows editing on the screen of material which will be sent by telex.

ing such issues as the specifications of terminals, types of network interconnection and operating codes.

If the proposal, known as the "teletex" standard, is adopted, it would technically govern only transmissions across frontiers. But it would be reasonable to assume that it would also be accepted de facto as the conventional method to electronic mail inside many of the countries represented in the CCITT. A typical teletex terminal would resemble closely a word processor equipped to communicate with other machines across a telephone line (though some of the more sophisticated electronic typewriters could also be used). In some countries, it is thought, the national telephone authorities (PTTs) might retain the right to market terminals; but in others, notably the U.S., independent manufacturers would do doubt be free to supply equipment.

A recent study by Mackintosh Consultants, who analyse the electronics industry, sees a bright future for teletex. It forecasts that teletex traffic will start growing rapidly within about the next two years and that volume will reach 4m items a day in Western Europe and 2m items a day in the U.S. by 1987. By then, it expects teletex largely to have eclipsed telex as a method of transmission.

Teletex has numerous advantages over telex. It is quicker, printing up to 300 characters per second against a maximum of seven, and therefore more economical on transmission time. That means less congestion and lower communication costs. It also offers more versatile editing facilities, clearer character reproduction and a lower error rate than telex, while operating less noisily.

Teletex can also be developed into a vehicle for carrying more than text. It can also be equipped to transmit images through the addition of facsimile transmission and reception facilities. That would also permit the transmission of text which already exists in document form without having to "key" it into a terminal from which it is transmitted.

Samples

The most advanced facsimile machines now on the market use digital technology. The page is read by a scanning unit which takes periodic samples at very high speed. If a sample is white, a signal is generated; if black, no signal is sent. At the receiving end, black areas are reproduced by a series of tiny dots spaced so closely together that they are barely distinguishable.

To reduce transmission time, the data read by the scanner is compressed. Each scanning line is divided into about 1,700 different spaces, and a signal is transmitted only if a space differs from the one immediately before it. This reduces the number of signals that need to be sent by a factor of up to 15, and the transmission time to less than one minute for a typical page.

One of the major advantages of this type of machine is that it is technically compatible with the new digital telecommunications networks now being introduced worldwide. Since teletex terminals will also use digital technology, it will be easy to send both text and images in the same pulse code. Indeed, as far as the transmission equipment is concerned, there will be no distinction between the two types of information.

In Western Europe, at least, the economics of using teletex will be determined largely by the rates set by the national PTTs. But if indications by the German Post Office, one of the strongest supporters of the proposed teletex standard, are anything to go by, they could be attractive. It is estimated that teletex should be a reasonable economic alternative for anyone sending more than six letters

through the mail every day.

In the U.S., of course, conditions are different. But the growth of electronic mail systems seems likely to be stimulated by the recent decision of the Federal Communications Commission to relax the regulation of data communications services.

In the past, companies wishing to offer data communications services have had to obtain prior approval from the FCC and secure its authorisation for their rates. In addition, American Telephone and Telegraph, which holds a virtual monopoly over the U.S. telephone system, has been barred from the data communications market. The commission proposes to scrap all these restrictions.

Unscathed

The commission's decision is due to take effect in two years' time, but it may well be challenged before then in court. But if it emerges unscathed, it will almost certainly lead to much increased competition in the field of text transmission services as well as of the communication of pure data between computers.

The digitisation of telecommunications facilities will mean, of course, that in future it will be possible to integrate all types of information—the spoken word, data, printed words and images—into the same form. It will become possible to carry them all as binary digits in "packets," each of which will be addressed to a destination and will embody a code enabling them to be unscrambled when they arrive.

It is therefore possible to imagine two people at remote locations sending each other images made up of text and diagrams, accompanied by spoken commentaries. The information "packets" could even contain television transmissions, so that the recipient could see his correspondent as he spoke.

Futuristic as this possibility may sound, it is being worked on by a number of companies. Nexos, a subsidiary of the National Enterprise Board, is developing an advanced office information system along these lines; while Satellite Business Systems, a joint subsidiary of IBM, Comsat and Aetna Casualty, is planning a satellite-borne transmission service which would enable executives sitting thousands of miles apart to participate in audio-visual "teleconferences."

Such systems will be relatively expensive, of course, and offer facilities which not every business will need. But they illustrate vividly the ultimate potential of the revolution in communications of which electronic mail is one part.

Guy de Jonquieres

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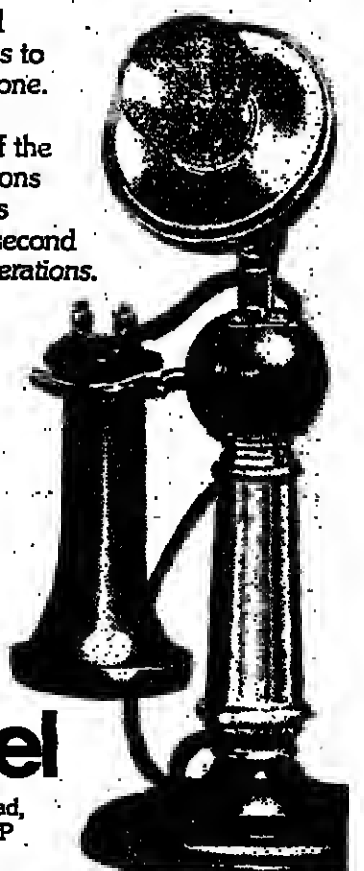
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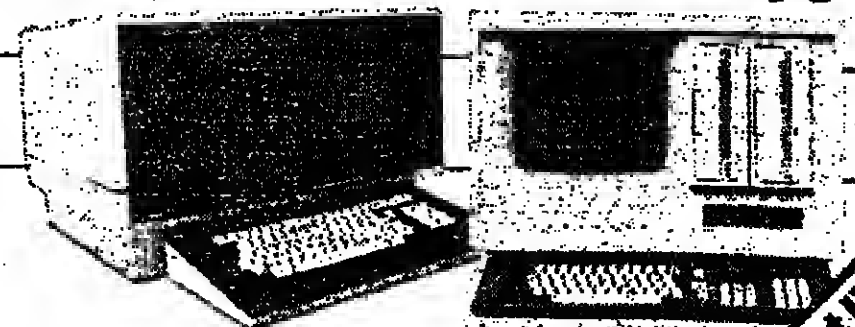
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WORD PROCESSING III

Viewdata systems could form worldwide network

PRESTEL, developed by the Post Office in the 1970s, is an information retrieval system. It allows the ordinary domestic television set to be connected directly to a computer via the telephone network. At the touch of a button on a small keypad, the subscriber can gain access to an almost unlimited amount of information. He can select one page among hundreds of thousands.

The information may be travel timetables, all kinds of business information, entertainment guides, and education. The ability to control the information means that the television set is transformed into a computer terminal of an interactive two-way communications system, bringing the full power of the computer into the home or office.

One of the important features of Prestel, or any so-called view-

data system, is that it is easy to use. When a Prestel-equipped television set is turned on the electronic decoder automatically dials the telephone number of the local Prestel computer, which stores the pages of information to be displayed on the screen. Once the call has been successfully completed, the computer acknowledges this by providing the list of topics—called a menu—it has available.

Since Prestel is a two-way system, it can be used to send messages between subscribers. It is possible that viewdata systems could form the basis of a worldwide message-switching network. In fact, all the elements required for such a system exist: a terminal in the home to receive and prepare messages, a telephone to transmit them and a computer which can act as an electronic sorting office, forwarding them to their destination.

In fact, this is no more than already takes place in many private computer systems throughout the world. However, in the case of Prestel, it can extend the range to bring it within the reach of many more.

The international telex network already allows businesses to send written messages. Prestel could offer companies a more sophisticated service which could also be linked into the telex network.

The computer could store the data of the small calculator-style keyboard used for simple messages and instructions on a domestic Prestel receiver, it could be replaced by a full electronic typewriter keyboard. The subscriber could use this keyboard to draft and correct messages. On completion, it could be transmitted at the touch of a button accompanied by identification of the receiving terminal.

message until the intended recipient's terminal was next switched on. A signal would be sent by the computer for display on the receiving terminal to inform the addressee that a letter was waiting.

The message would be released from the computer only after a suitable code has been typed in. Once a message is passed on, it would be erased from the computer's memory, and the sender would be charged for the call.

The possibilities of Prestel, and its rival systems in France and Canada, are endless. For example, it is already possible for a subscriber to connect a small printer to his television set so that anything appearing on the screen can be recorded on paper for future reference.

This means that businesses and individuals could use it to send formal letters and documents through Prestel, effectively turning it into a word-processing system.

ments through Prestel, effectively turning it into a word-processing system.

Leader

Prestel, the British system, is considered to be the world leader in viewdata systems. Trial systems have been operating in the UK for some time and more than 2,000 television sets equipped with Prestel are in use. In addition, more than 150 companies and public organisations provide information for display on the network.

Through Aregon, a National Enterprise Board subsidiary formerly known as Inspec Viewdata, Prestel has been marketed successfully in such countries as West Germany, the U.S., and the Netherlands. All are running trial systems. It is already possible to link together these systems so that an international word-processing or message

system is feasible.

Telidoo, the Canadian equivalent, has started a series of six trials throughout the country this year and also hopes that it will find international markets for its system. France, with its emphasis on telecommunications, intends to promote its system initially in the home market so that nearly everyone in the country will be able to use a terminal.

Viewdata systems not only provide written information but all kinds of graphs and pictures can be built up on the screen, which extends its usefulness even further.

If the connection of printers to Prestel becomes standard, it will be possible to transmit bills, bank statements and other paperwork which now congest so much of the postal service.

Such documents, which are usually prepared by computer, could be sent directly from the

computer operated by the gas or electricity authority to the Prestel computer for distribution. A further development could be to allow bills to be paid directly through the network by transmitting a special code from the home receiver to the subscriber's bank computer.

On receipt of the code, the bank's computer would transfer the relevant amount from the consumer's account to the billing organisation's. Business between two commercial organisations could work in the same way.

Initially, Prestel and other systems will be used for the distribution of information. Once established the services already described could come into effect. Since the impact of Prestel is forecast to be in the worlds of business and commerce before extending to the home, it is likely to help bring about the day of the electronic

or paperless office.

Manufacturers of television sets equipped with Prestel decoders hope to have mass production of receivers under way this year and have been forecasting a market of about 50,000 receivers this year in the UK.

The companies which provide information for the system were disappointed that receivers were not available in quantity last year because they had already built up a substantial information bank which so far can be used by only a relatively small number of users.

It is difficult to assess how long it will take for viewdata systems to become established in the UK and throughout the world. Some people believe that it will take no more than five years; others that it will be commonplace by the end of the century.

Elaine Williams



This IBM 6670 information distributor prints with a laser and receives and transmits documents electronically over ordinary telephone lines. It can also be used as a high-quality copier.

Benefits depend on careful planning

MANUFACTURERS of word processors claim that typists' output can be increased dramatically, and emphasise the office revolution which can follow.

But there are many types of word processors and systems, just as there are many office environments, and cost alone is not always a justification. The cost of secretaries and typists is important, but salaries vary across the country and this has to be weighed against the actual cost of the system.

Benefits such as higher efficiency and greater productivity can only be gained if the office planning to introduce word processing is well organised in the first place, and another company which recently made the transition.

If economies are favourable, the company or department has to consider what changes must be made to office routine to enable improvements to be made. Staff have to be trained; working conditions have to be considered; and changes in careers structure may be necessary.

One guide to successful word processing encourages the company to keep staff involved and informed and to seek their co-operation. The guide warns: "Keeping staff in the dark will generate insecurity leading to a lack of interest or, in extreme cases, a lack of staff."

ICI's plastics division has spent two years introducing word processing. It carried out a detailed study of the organisation and assessed how jobs would be affected. In addition it ensured that the new skills required were given adequate rewards and that jobs were graded to fit the overall careers structure for secretarial staff.

ICI chose a shared logic system which revolves around central control and storage, which the manager in charge of secretarial services believes is the first step to full office automation. Job satisfaction and good rewards were important, so the office has been organised into social units and the working environment was chosen with care.

Some studies have suggested that the display units of word processors can cause eyestrain, although there has been very little hard medical evidence to back up the theory. can work all day without extra breaks. But its policy is to allow employees to take as many breaks as they feel neces-

sary rather than impose arbitrary rules.

A pilot scheme carried out in Darlington in 1977 by the Department of Education and Science also used a shared logic processing system to prepare a general range of letters, reports, minutes and tabulations which arise in office work.

The study was carried out over a 12 month period and compared word processors with electric and automated typewriters, which are already extensively used in offices.

Among typists involved in the project the DES noted "a general but not universal enthusiasm for the equipment, an appreciation of the quality of the output and a widely held belief that operation of the equipment provides enrichment of their task."

Eye strain

Some found the system difficult to master, and many thought training should last longer than the permitted three months. Some reported that they felt tired while they were learning the system, others reported eye strain. On typist who wore bifocal spectacles found it difficult to read from the screen.

ICI, on the other hand, noted that one of its staff with poor eyesight found no problems using a display screen.

The Darlington project was less clear on the general cost effectiveness of word processing. The main conclusion was that the overall performance depends on what type of work is carried out, and on the people using the system.

The department reported productivity gains of more than 100 per cent in the preparation of standard texts such as whole letters and paragraphs. But on general correspondence, mainly letters and minutes prepared from short-hand notes or handwritten drafts, its report showed no clear advantage over electric typewriters, although audio typing did lend itself more to word processing.

The project also compared the central system with so-called "stand alone" word processors. Economies of scale are the main incentive for buying a central system, the DES felt. But overall productivity increases of 60 per cent in London and 80 per cent in the provinces are needed to justify the largest system.

The department said during the trials that consistent pro-

ductivity improvements were not sufficient to justify the cost of the equipment on the general mix of work it was given to do. Overall productivity gains in the last six months of the project varied from 10 per cent to 70 per cent, depending on work-mix.

The department decided to carry out further evaluation work on the best work-mix using selected operators.

The Darlington experiment underlined the importance of the right staff and the right environment. The DES pointed out that the installation of a central word processing system in a typing pool is an extremely complex task, needing close management supervision and attention to operating the complete system. This was similar to the commercial experience of ICI.

Manufacturers are looking forward to a massive market in office automation equipment, but users have to be much more cautious in choosing the right system, and sure that they have an organisation which can cope with the change. Otherwise they risk compounding the problems they already have, alienating staff and lowering morale, without gaining all the benefits claimed.

Elaine Williams



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WORD PROCESSING IV

Manufacturers plan marketing of the paperless office

THE DREAM of a totally electronic office—vanishing paper from its present dominant position in the world of business—is behind the rapid development of office automation systems.

Mail will be delivered electronically from offices, all files and information will be stored in a computer memory to be retrieved at the touch of a button; orders and reports will be prepared through a central system using a computer which also will oversee all forms of communication within and between offices.

Manufacturers have realised that for office automation to be introduced effectively three separate industries—have to merge: telecommunications, computing and office equipment. They call it convergence: with each industry providing its particular expertise to form a new industry.

Those wishing to be successful in word processing know that they must attack the new market, which is opening up from a position of strength built upon their existing expertise in none of the converging industries.

Already it is clear that this has become the strategy of most major manufacturers. IBM with its dominance of the world computer market—it has 60 per cent—has been using its expertise around which to build office systems. With a large customer base and a wide range of computer products IBM has had to develop systems which can be used by both small and large concerns.

The company has also been moving into the communications field with its involvement in Satellite Business Systems in partnership with Comsat General and Aetna Life and Casualty. Companies will be able to transmit computer data between their offices via a satellite owned by SBS using small aerials perched on top of their office.

using their established customer base to introduce office systems. ICL is in the unusual position of having a large market share of large, or main-frame, computers in Britain. But a few years ago it acquired the mini-computer interest of the Singer Corporation of the U.S., which has allowed it to expand into the small and medium-sized business sector.

Also, minicomputers form the hub of many integrated office systems which gives ICL the opportunity of providing a major component of the total system.

Approaches from the telecommunications industry side have come from companies such as Plessey and the General Electric Company in Britain, Philips in the Netherlands and Siemens in West Germany.

Plessey's strategy is built around the PDX digital exchange, which it is making under licence from the U.S. Rolm Corporation. Digital exchanges rely very much on computer technology—in fact they incorporate computers—and they are able to treat speech and data such as telex, facsimile and word processing data in the same way. Everything is in digital form.

Questions

However, since conventional office business such as letters, memoranda and reports will be stored in a computer's memory, it is likely that the companies will be able to use the communications system for all forms of information transfer rather than strictly computer data. There are still many questions to be answered about what types of information the U.S. authorities will allow SBS to transmit but the future opens up many possibilities.

Other computer companies, such as Burroughs, Wang and International Computers, are

be a word processor supplier in the strict sense.

Philips, at the beginning of the year reorganised several of its companies in the UK to bring together its activities in word processing. Four companies were involved: Philips Data Systems which makes computer and terminals including one for Viewdata; Plessey, which manufactures telephone exchanges; Plessey Business Systems and Philips Business Equipment.

Also IBM has another involvement in telecommunications since it makes a computer-controlled private automatic branching exchange, the IBM 3750. And it has been having considerable success in marketing it.

GEC in the UK, also intends to acquire the complete elements required to offer word processing facilities. It took over A. B. Dick, a U.S. company, which makes a range of word processing typewriters. It already has computing expertise but needs to add the telecommunications element.

So important is the whole industry that even companies such as oil giant Exxon, through its subsidiary Vyrco, is seriously participating. Rank Xerox is another organisation which offers word processors. In addition to the large companies investing in word processing, the emergence of a new market has allowed a significant number of new small ventures to attack the market. With the cheapness of micro-processors, needed for any word processor, small companies can develop their own products to compete with the giants.

The word processing market is expected to be large, but it is unlikely that it will be able to

support the growing number of suppliers that are appearing. It is possible that the more successful small companies will become the target for takeover by large companies either seeking an entry into the market or trying to enlarge their market share.

Other companies will simply not be able to compete because they will not have the marketing resources or the ability to keep developing their products sufficiently quickly.

SCJ six

The National Enterprise Boards also set up Nexos to coordinate individual companies to provide complete office systems which can be marketed abroad as well as in the UK. It formed agreements with companies such as Logica, a UK software company to provide programming expertise. It also has considerable experience in telecommunications.

Agreement followed with a U.S. company to provide word processors and computers followed by another venture with Mulhead in the UK, a major manufacturer of facsimile systems.

By no means have all companies decided to build up quickly to provide complete office systems. There are few companies which will want to buy complete systems at one go, many want to gradually change the way they run their offices.

Convergence will also take several years and companies which are in only one of the three industries can happily concentrate on one particular sector such as typewriters, word processors or facsimile for some time to come.

Marlene Brown

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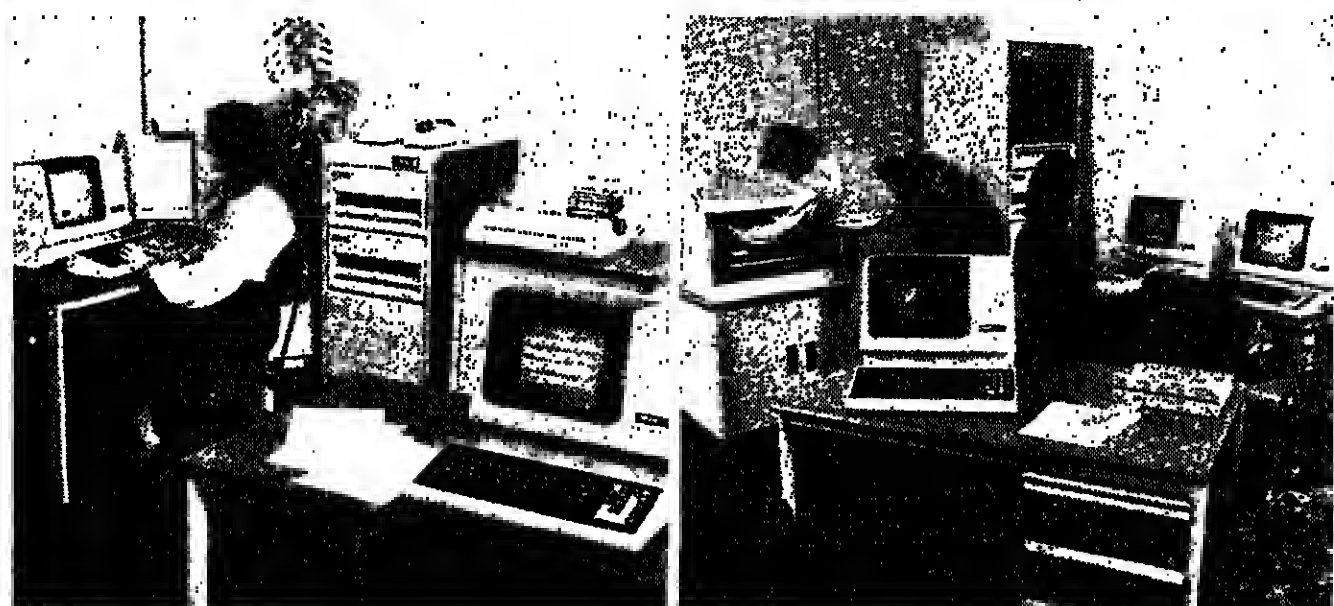
With today's problems looming large in your mind it is all too easy to give insufficient thought to your likely requirements next year and the year after.

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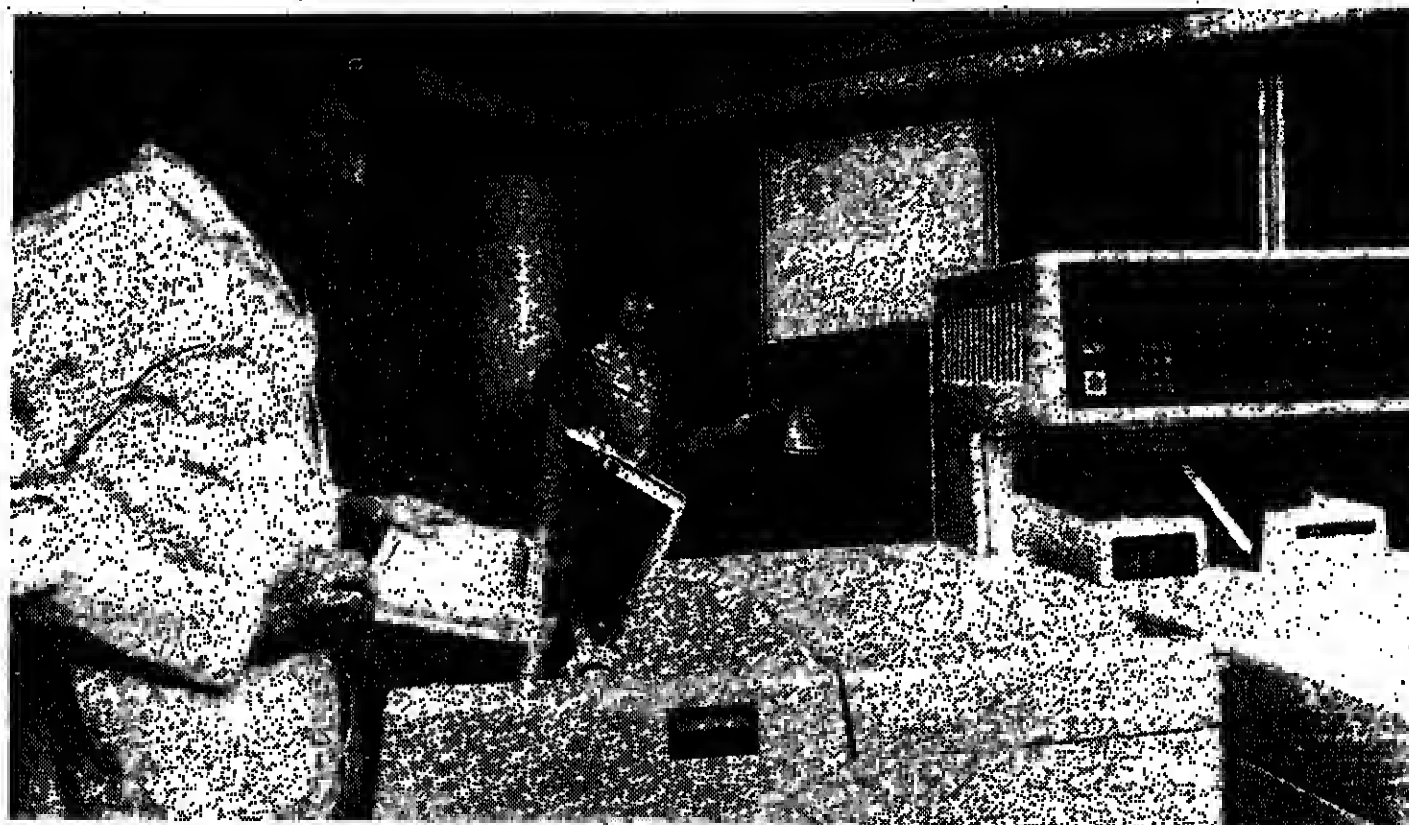
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Advanced machines include this Rank Xerox 9400 model which can make double-sided copies at the rate of 7,200 an hour

Copiers more sophisticated

ONE VISION of the office of the future holds that the application of micro-electronics to office equipment and the growing convergence between the technologies of computers and telecommunications will mean that tomorrow's executive will work in an environment that is largely or wholly paper-free.

The development of cheap, high-density computer memories will, it is argued, supplant paper as the prime medium for file storage. Moreover, it is asked, why should any executive clutter his desk with any but the most important documents when text and graphics can be easily displayed and edited on a video display unit capable of such refinements as reproducing multi-coloured bar charts?

This view, if true, would seem

to point to a dim future for manufacturers of photocopiers and facsimile machines, whose business is, after all, concerned with paper-based information and communications.

But quite apart from the likelihood that the office in its present form will be around for some years to come and will provide a sizeable market for conventional copiers and facsimile machines, the prognosis of the total demise of paper misses an important point.

Distinction

This is the distinction between reducing the amount of paper circulating within a given office or work area and cutting down the amount of information that is actually transmitted on paper. It seems probable that the new developments in office automa-

tion will tackle the latter problem first (for example, through electronic mail services); it seems much less certain when a satisfactory solution to the former will be found.

That, at least, is the analysis of a growing number of copier manufacturers, who believe that they will secure an important foothold in the electronic office of tomorrow through a development known as the intelligent copier printer. Over the past 12 months, ICPs, as they are known, have emerged on the market from Wang, IBM and Xerox, and no doubt other companies will follow.

Like many of the latest conventional copiers, ICPs use micro-processors to replace a number of electro-mechanical

controls and to provide diagnostic displays, which make fault detection easier in the event of a breakdown. But what is special about them is that in addition to performing manual copying, they can also receive images by line.

This means that ICPs will reproduce in-printed form information fed into them in electronic form from computers, telecommunications networks or word-processors. Such information need never have existed previously on paper; it can be reproduced directly from data stored in a computer memory.

ICPs use a high-speed light source, such as a laser, to scan and interpret the electronic input. The light source then pro-

CONTINUED ON NEXT PAGE

ESSENTIAL READING FOR USERS & CHOOSERS

Between them, these three publications tell you everything you need to know about word processors—in plain language.

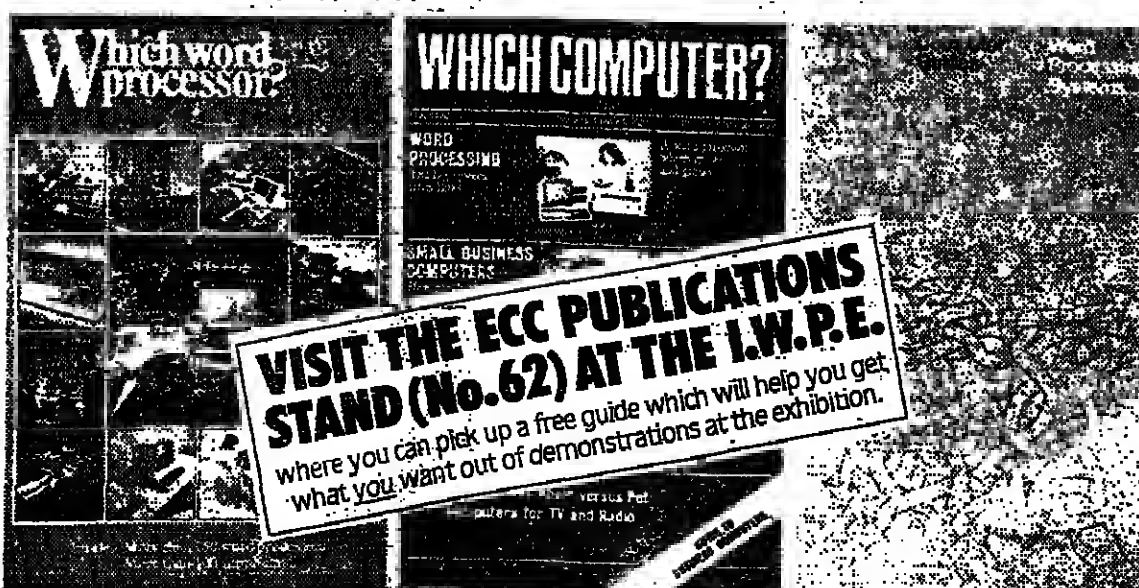
Whether you're just taking your first tentative steps towards purchase or updating or revising your present installation, our Guide to Word Processing Systems 1980 is your complete reference work.

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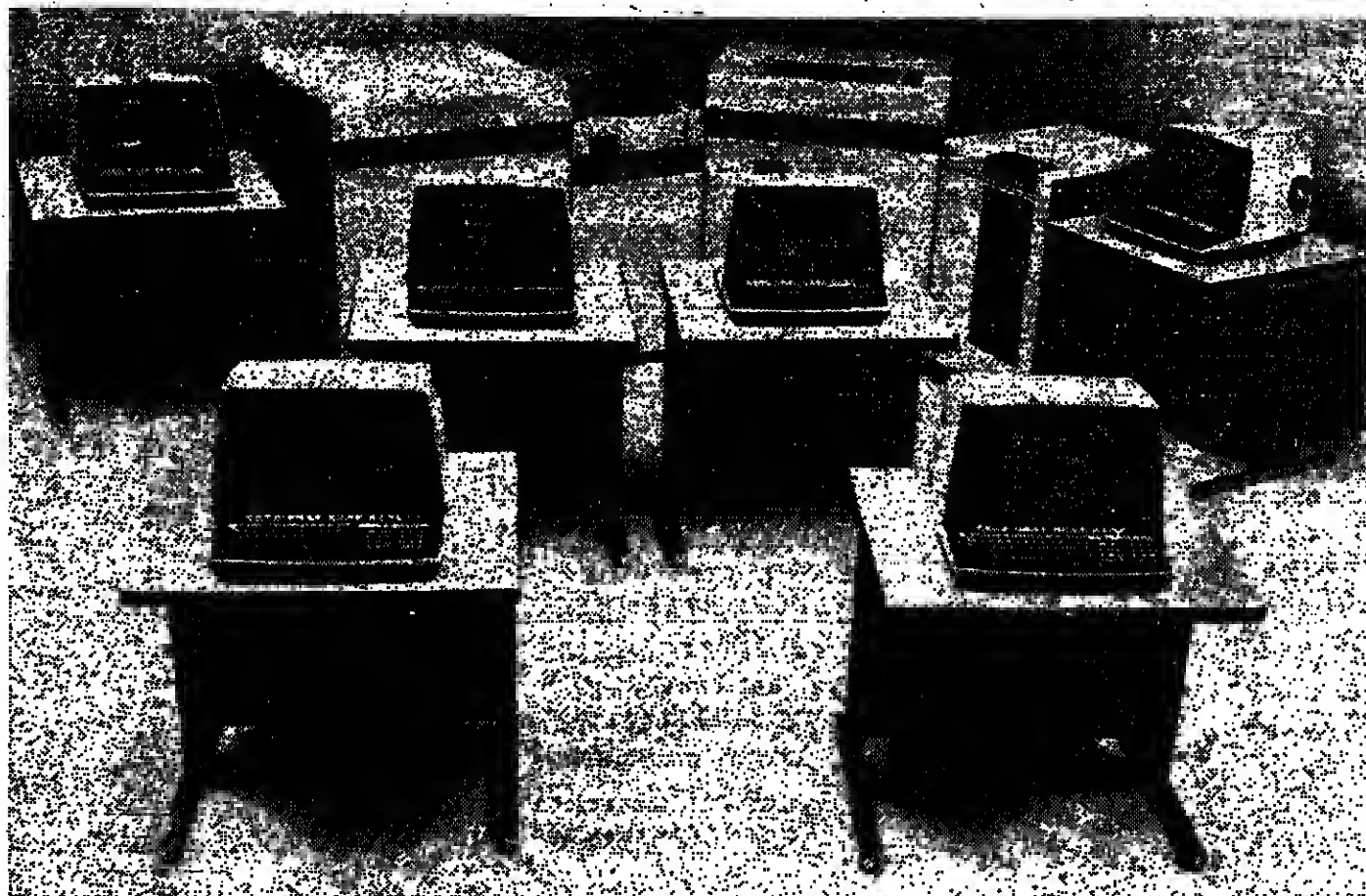
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مكتبة النور

WORD PROCESSING V



New, improved systems are constantly being introduced to the market. This Wang VS interactive processor has up to 2 megabytes of main memory and can do processing in seven different computer languages

Choice of equipment depends on its use

THERE ARE now more than 300 suppliers of word processors in the UK alone. They can cost less than £2,000 or hundreds of thousands of pounds. The choice of a particular design depends on the size of the company wishing to use such systems. Also, users have to decide whether word processing is to be introduced gradually or the running of office services is to be suddenly transformed.

In addition, there are both small and large companies offering word processors, some of which are unlikely to survive over the next few years when competition becomes more fierce. Only those which can provide good marketing support and have the resources to maintain their marketing efforts are likely to succeed.

For the potential word processing user, the main problems are deciding on his present needs and how the equipment he chooses today can meet future requirements.

In the simplest form, a word processor is little more than sophisticated "electric" typewriters; at its most complex it is part of a computer-controlled automated office system.

However, a company's choice can be narrowed to three basic product categories: electronic typewriters; individual word processors and word processor networks commonly called shared logic systems.

The electronic typewriters are usually a direct replacement for conventional electric typewriters. In addition to the usual facilities such as centering and justification provided by normal typewriters, the electronic version has a small semi-conductor memory which can store letters and lists of addresses. This means that a secretary or typist can produce personalised versions of standard letters and additions, and corrections do

not require the whole letter to be retyped.

In fact, typed information can be corrected and redrafted several times before it appears in final form.

Many of the traditional office equipment makers are in this end of the market because they believe that once companies have discovered the benefits to be gained by fairly simple products they will graduate to the more sophisticated and expensive models. These electronic typewriters are made by such companies as IBM, Olympia, Triumph Adler, Doro, Pacesetter, Addo and Qyx and cost between £1,075 and just over £3,000.

The true word processor looks more like a computer terminal than a typewriter and few are available below £4,000. Some cost up to £17,000 depending on the facilities offered. In fact it draws upon the expertise built up by the computer industry. A company can buy a single word processor which is described as a "stand alone" unit. This simply means that within the single piece of equipment is everything the typist needs to carry out her job.

Such products are offered by Philips, IBM, AES Wordplex, Olivetti, Burroughs, Rank Xerox, Wydec and Digital Equipment to name just a few. These word processors allow the typist to store complete reports and memos, edit them, change the way they are laid out on the page, and then print as many copies as are required at the touch of a button.

The typist carries out her work seated at a television screen so that she can see the finished layout before the final copy is printed.

What makes each system different are the special programmes which can be written for specific types of work. For

example, Ventek markets a system in the UK called the NEI 3000 has been designed for financial and scientific work. Data Recall also offers customers the opportunity to buy special programs which range from insurance broking to information retrieval and analysis.

Simultaneous

Most of the so-called "stand alone" systems are also designed to work in conjunction with other similar machines which is really basic to the philosophy of the totally electronic office. Instead of printing out reports and sending them through the postal system, a company having more than one word processor can send reports electronically. "A touch of a button" offers of the same document can be transmitted to several word processors simultaneously, even though they may be a few miles or even hundreds of miles apart. Such word processors are understandably called communicating word processors.

If the document has to be sent to another office, it can be stored in electronic form until it needs to be printed out on paper. These word processors can form the basis of an inter-office electronic mail service which is cheaper and quicker than the post. Companies such as Raytheon, Wydec and DEC all have systems which can be used independently or act as part of a network.

Individual word processors do allow companies to build up to a complete network. However, it has been many organisations' experience that such growth has to be carefully planned. Otherwise the system simply grows and grows and becomes unwieldy.

If a company is to introduce

word processing on any scale in the office, it requires a central computer to control a number of word processors scattered around the building which have access to the same files. The system may even be integrated with other office functions such as central dictating and file storage.

In this case, potential users then have to decide whether they can adapt their existing office computer, usually employed for account purposes, or whether they have to buy a completely integrated system. Computer software companies and computer manufacturers offer computer programmes which can adapt the everyday business computer to give additional word processing functions. It is more common, however, that the word processing function is part of a complete system where the supplier offers the equipment, software, installation and training.

At this end of the market, several major manufacturers are competing. For example, Wang's new generation of computers, called Office Information Systems, are designed to carry out word processing and general information processing. Such a system could cost up to £500,000 in its most complicated form.

One of the latest systems on the market from Prime Computer combines word processing, electronic mail, and a number of other facilities which are intended for managers as well as secretaries in large companies. A typical system including 20 work stations used by secretarial staff and five management terminals would cost about £223,000. AM Jacquard, ICL and Monotype Communications are other suppliers of complete systems.

Marlene Brown

How many time-wasters are you employing?

If you're currently using typewriters to handle all of your typing needs, you're wasting a great deal of time. Time which an AES Wordplex word processor would save.

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Typed work can be stored on a disk, thus minimising filing time and enabling documents to be recalled onto the screen at the touch of a button.

The printer can print one job while the typist types another, so there's no waiting for extra copies.

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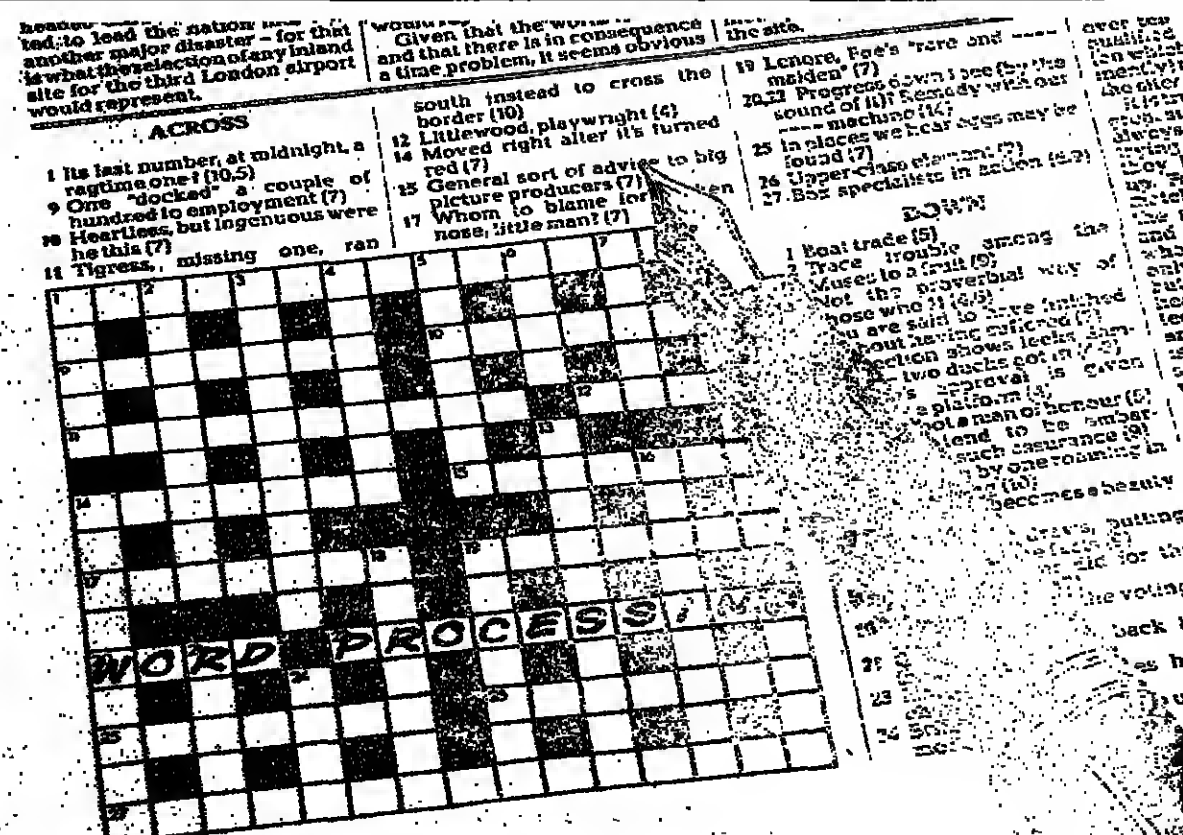
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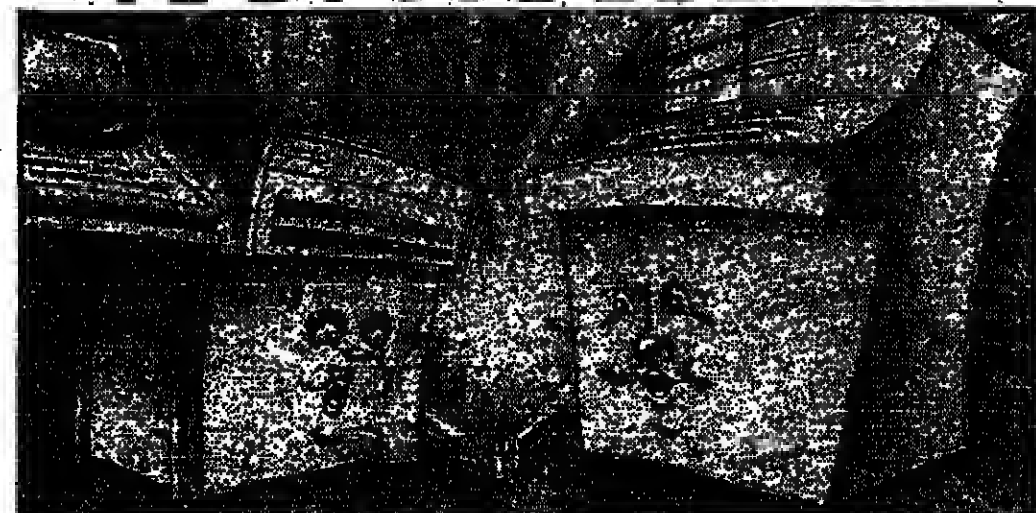
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Copiers

CONTINUED FROM PREVIOUS PAGE

jects its interpreted message on to a photo-conductor to produce a latent, static image.

The "ons and offs" of the light source create dots on the photo-conductor, which are then built up into characters and printed. The "resolution factor"—the number of dots per square inch—is a major, but not the only determinant of the quality of the finished product.

This development, clearly, brings the role of the copier several steps closer to that of the facsimile machine, which traditionally has been the main tool for the transmission of documents over long distance on line.

Feasible

Use of a technique called data compression has made it possible to reduce greatly the transmission time required by digital facsimile machines. They can send a standard page in as little as 30 seconds—compared with up to six minutes taken by analogue machines—and even higher speeds may become feasible soon.

Other developments on which facsimile manufacturers are working include multi-colour transmission; the addition of local electronic memory, facilities to perform copying and the possibility of linking facsimile machines up to word processors.

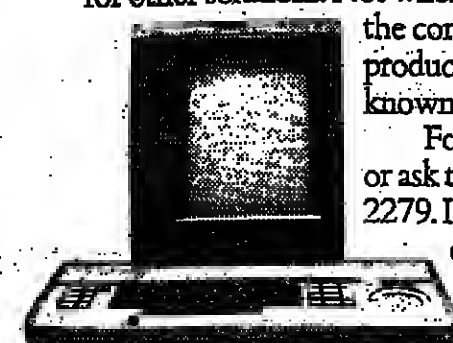
These trends suggest that the facsimile machine, in its turn, is moving closer to the copier. It seems probable that within a few years, technology will have removed so many barriers between copiers, and facsimile that they will effectively merge into a new type of multifunctional machine.

The only clues you need are just two simple words—RANK XEROX

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Technical Page

EDITED BY ARTHUR BENNETT AND TED SCHOETERS

PLASTICS

New plant proposals

OFFERING a complete service in set up factories for plastics parts production virtually anywhere, based principally on Toshiba injection moulders but also on a series of pick and place robots, Renwick-Skelsey expects to do at least £1m worth of business this year.

As such, the group claims to be unique in Europe and sees services as particularly useful to developing countries in view of the fact that Toshiba claims zero failure rate on its equipment.

This runs from 16 to 5,000 tonnes up to 1,250 lock tonnes. Injection control equipment is

designed for highest reliability but is simple to operate.

Various designs or robot are available, including some that will extract the part from the injection machine and detach sprue and runners. In fact, the group is well aware of the general interest in robotics and would be ready to consider applications outside plastics parts manufacture.

So far, Renwick-Skelsey has handled machines in the 90/315 tonnes bracket but is prepared to accept full responsibility for all equipment after installation of whatever type or source.

More from Burrowfield, Welwyn Garden City, Herts.

Production capacity increased

BEST KNOWN and most widely used of the vinyl plastics is polyvinyl chloride — or PVC. It is widely used in its unplasticised form (rigid PVC) for pipework, ducts, etc., where high chemical resistance is called for. In plasticised form, it can be seen as sheeting, cable covering, claddings, and as a fabric for clothing and furnishings.

Principal business of Vinatex, which derived its name in 1947 from the link between vinyl and textiles in its early production of printed PVC sheet and coated fabrics is PVC, but it claims expertise as a specialist compounder at Havant where it has just invested over £600,000 in a new line which promises to increase production capacity of rigid granulate and high output flexible grades by about 8,000 tonnes a year.

This means, eventually, more window frames, ships hulls — even bicycle wheels — all made from the ubiquitous plastic.

because the company is in the top three of UK manufacturers of suspension PVC compound, and is also one of the largest producers of plastisol. Compounding unit of this new line is a Thyssen 160mm twin screw extruder which is capable of running a wide variety of flexible and rigid grades.

Screw design permits close control of critical formulations, such as bottle granulate as used in syringe food packaging applications (squashes, edible cooking oils, etc.) and in non-food packaging — shampoos, detergents, cosmetics. Rigid materials are used throughout the building industry in rainwater goods, cladding, conduit, and also for garden products.

Sophisticated instrumentation, including process control monitoring devices, assist the operator in maintaining a consistent compound specification and quality, and it is designed for high production rates with outputs varying, according to

Three jobs go to Finnegan

FIRST JOB in a "stream" contract for Peterborough Development Corporation is a £3m project awarded to J. F. Finnegan to build 187 timberframe dwellings at Werrington, Peterborough. The company will eventually build 500 dwellings for the Corporation, and this contract includes the external works usually associated with a scheme of this size.

Under a contract valued at nearly £1m from Kirklees Metropolitan Council, the company will also build 30 flats at Linthwaite, near Huddersfield.

Third contract just announced is for the Corporation of Trinity House for the construction of a pilot station at Garrison Point, Sheerness, at a value of about £214,000.

INSTRUMENTS

Stronger hold on the market

NOW A PRIVATE company with a new management team headed by Dr. T. Gooding who, with the assistance of the NEB, Midland Bank and ICFC undertook a salvage operation last year, Cambridge Instruments has re-emerged strongly with a number of new products following the financially difficult 1975-79 period.

Its strongest activity will probably remain scanning electron microscopy, an area in which the company has been the leading innovator for nearly 20 years.

The latest model is called Stereoscan 250 and it has an entirely new electron optics column called Optibeam, the main feature of which is an automatically controlled condenser lenses giving optimum resolution and minimum image noise. A final aperture of continuously variable size is provided by means of which the finest possible resolution (80 angstroms is guaranteed) can be achieved under any specific set of operating parameters.

The time consuming procedure of selecting final apertures is done away with and

the user is able to range simultaneously and automatically from optimum resolution to optimum depth-of-field.

Other facilities include split screen imaging in which two pictures of the same thing side by side but at different magnifications can be obtained, for example. Also available are selected area diffraction, continuously variable EHT, dual video channel controls full alphanumeric displays, an automatic camera with high resolution recording system, automatic brightness control and a 10-inch screen with TV display.

At present, the company has 1,700 of the world-wide installed base of 5,000 scanning electron microscopes. Interestingly, the model 250 has been cost reduced but increased in price — it is stated by the company to be the highest priced machine available; profitability is now the key objective.

Automatic operation is the keynote of the new introductions; another major new product is the Quantimet 800 image analyser in which all the sequencing of operations and data handling is carried out by an on-board microprocessor. The instrument, which allows

the features of microscopic images to be counted, measured and analysed, holds analysis programs on disc stores, is keyboard controlled, has a large screen and produces output such as histograms on a 40 column printer.

There are to date about 750 machines for image analysis in the field and Cambridge believes that with the new unit it will be able to maintain its 50 per cent share of the installed base.

Another new product of interest mainly to advanced integrated circuit manufacturers is a new electron beam fabricator which is said to be capable of making lines only 0.04 microns wide. The machine is already being used by an unnamed U.S. circuit maker in the investigation of a 256K random access memory.

In the medical field the company is introducing new electrocardiograph and ECG equipment and in the materials area new systems for the production of advanced semiconductors such as gallium arsenide, likely to figure strongly in the next generation of devices. The company is from the company at Ruston Road, Cambridge CB1 3QH (0223 42021).

COMPUTING

A powerful aid to conversion

MANY professional practices handling large volumes of paperwork, such as solicitors, accountants and quantity surveyors, are attracted to the idea of investment in word processing systems but deterred by the task of "converting" a vast amount of existing records.

A new media conversion bureau service established in London provides the answer to this problem. Operated by Lexiscan, the bureau service will handle records kept in any typed or printed hard copy form, or on magnetic cards, and convert these into data suitable for storage directly in word processing memory.

The centrepiece of these conversion operations is a Burroughs "Context 1210" OCR page reader maintained by Lexiscan. Existing texts, type-written or printed in any font, are swiftly re-typed in OCR-B form by Lexiscan's 20-strong team. The resulting pages can then be read at high-speed (up to 200 pages an hour) by the Context machine directly on to the disc of Lexiscan's in-house word processor for editing and subsequent transfer to any desired storage medium.

Alternatively, records are already held on magnetic cards.

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IMI

these will be converted by Lexiscan's specialist magnetic reader, which reads the cards to provide print-out in OCR-B form. This can then be fed into the Context page reader for transfer to the word processor and final editing.

Both methods make light work of what may, at first, appear a daunting task, says Lexiscan, and provide potential users of WP systems with an indication of their economic and operational benefits.

If the practice decides to postpone investment in its own word processor, it may utilise the Lexiscan in-house facilities, maintaining a fast turnaround of new records can be achieved by processing through the OCR-B typing/scanning system.

Once a professional practice has acquired its own word processor, it can purchase or lease a Context OCR reader to bypass the input bottlenecks caused by information queuing at the operator's keyboard.

Lexiscan, 27 Newbury Street, London EC1A 7HU. 01-606 1654.

Will measure glacier depth

AN UNUSUAL geological thickness measuring instrument based upon radar technique has been developed by Sensonics of Chesham and is to be commercially tested this summer for measuring the depth of glaciers in the Himalayas as part of a Royal Geographical Society project.

Precise technical details are not being released by the company for the time being, but essentially the equipment is a downward looking radar flown in an aircraft and is described as "using advanced techniques of transmission and digital signal processing".

The unit fires broadside output pulses at the ground and uses a digital integrating receiver of high sensitivity to detect the return

of very small reflections from interfaces between, say, rock and ice. Resolution of ice thickness is said to be one metre.

The system is microcomputer compatible in order to allow intelligent real-time display, mapping and interpretation of data and has both hard copy and magnetic cartridge recording.

Sensonics says that it is in close touch with the Centre for Cold Ocean Resources Engineering in Newfoundland where it is hoped to test an airborne system the object of which will be to aid navigation and identify hazards to fixed off-shore installations.

Both airborne and ground-based applications are expected and development is continuing into the use of the system for

site surveying and other subsurface investigations of rock and earth.

More from the company at Chesham, Bucks. HPS 25H (02405 74251).

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In the range are tees, elbows, reducers, caps, adaptors and union ends. These can be welded to pipes using the connectors or directly with butt fusion welding. Depending on the size of the connected heating elements, up to three weld joints can be made simultaneously. The fittings are compatible with rigid PE, PE50, HDPE, and MDPE pipe in 10 sizes from 32mm to 200mm outside diameter, and with water pressures up to 10 bar at 20 degrees C. Pressure capacities for chemical applications are evaluated individually.

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LCA Pipelines, Whitehall Estate, Whitehall Road, Leeds LS17 4AA. 0532 634200.

PACKAGING

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SYSTEM DESIGNED to reduce noise levels created by bottle to bottle contact along high-speed conveyor tracks has been introduced to Harveys of Bristol by Tantalus Engineering, 155, Crayford Road, Crayford, Kent (Crayford 56114).

This is made up of 820 mm long modules each of which is lined with a high grade, non-porous noise absorber which is tough, yet flexible, and able to withstand stringent daily steam cleaning at the plant which bottles enough sherry to meet one-fifth of the world's markets.

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At Harvey's request, the conveyor unit was completely enclosed from the bottle filling point to the labelling machine, and combined acoustic/safety guards (made from polycarbonate sheeting secured within a stainless steel housing) were incorporated.

Changes made with ease

SMALL TO medium-sized businesses considering using computers for the first time should first look at a minicomputer system which will handle daily invoicing and enable them to "tap" a range of other accounting and management information services.

CMG Computer Management Group, an "intelligent" terminal computer which will enable businesses to expand, as they require, their use of computer techniques at low cost, linking into CMG's own computer network.

Called INFAC, the system is based on Ventek Datapoint 1500 Series minicomputers. It is being introduced after research into user needs and detailed talks with a number of companies in business areas ranging from building and construction to engineering, insurance and finance, who wish to use such an approach.

INFAC will allow users, on their own terminals, to handle all their own invoicing, preparing and amending documents on a visual display screen, producing credit notes, preparing other data and automatically printing reports.

CMG sees the small to medium business sector and all first-time users as a vital area in its plans to provide a problem-free use of computer systems to help business.

The computer system using INFAC can handle a combination of 500 products and 1,000 customers in file (including details, prices, discounts, addresses) and these numbers can be increased by the simple addition of extra disc storage. However, it is the low cost of using additional facilities that provides real benefit. As each invoice is produced, details are automatically stored on magnetic disc in a way which is compatible with all CMG's accounting and management information computer systems. It is necessary to trace, over the telephone line, which gives the benefit to first-time computer users in not having to worry about expertise, development costs, backup equipment, etc. The service provides problem-free use of computers.

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THE MANAGEMENT PAGE

EDITED BY CHRISTOPHER LORENZ

Kenneth Gooding examines the expansionist policy of ZF, a major German components manufacturer

How the legacy of Count Zeppelin is gearing up for the 'world car'

THE tall building where Ferdinand Count Zeppelin supervised the construction of his airships at Friedrichshafen, on the Gorman side of Lake Constance, was recently torn down. Going up on the site is a completely automated plant for making car and truck gearboxes.

When in 1915 Zeppelin set up Zahnradfabrik ("gear wheel maker" in English), because he needed better gears for his "Zeppelins," the Count could have had no idea how the business would develop.

When the manufacture of airships was suspended after the First World War, Zahnradfabrik Friedrichshafen (or ZF, as it is generally known) turned to making gearboxes and steering gears for the embryonic motor industry.

The new plant at Friedrichshafen represents just part of a DM 1.5bn (£364m) investment programme for the next three years, during which time ZF will join the select band of internationally operating companies supplying components for the new breed of "world cars" and trucks to be produced in the 1980s.

These "world" cars and trucks will be assembled in many different markets and take many different shapes to suit those markets. But they will use a few common components made on a vast scale in a small number of strategically placed plants.

The financial muscle required means that only a relatively few big companies will be able to join in this particular game. ZF meets this criterion. Not only has it increased turnover

in real terms by 40 per cent a year for each of the past ten years so that it reached DM 2.5bn in 1979, but its unusual status as a subsidiary of a charitable trust enables it to pay relatively low dividends, and reinvest the extra in the company's future. This gives it a distinct advantage over its powerful rivals in Japan, the U.S., and the rest of Europe. The trust, which owns 80 per cent of ZF, has the evocative title of "The Zeppelin Foundation." It was, another



legacy from Count Zeppelin. The people of Friedrichshafen had put up the cash to refinance him after disaster overtook his airship venture. He was so grateful that he left most of his assets to them. The Foundation uses its income for the benefit of the Friedrichshafen community—providing hospitals, play areas, parks and so on.

The rest of ZF's equity is owned by the surviving members of the Count's family, about 28 of them. ZF pays a regular 16 per cent dividend—totaling DM 9.6m (£2.3m). "The Foundation is very modest in the dividend demands it makes when you compare what we pay with what others do," says Dr. Ernst Braun, the member of the executive board responsible for marketing.

Both the foundation and the ZF management have a common task—safeguarding the jobs and the conditions of the workforce. Because of the modest demands made by the Foundation, we can reinvest more and make the company safer than it would otherwise be."

At the top of ZF's production list is gearbox construction, which accounts for more than half of sales. Steering gears constitute just under a quarter and the rest is divided between axles and axle drives, pumps, rotors, differentials and electro-magnetic clutches.

The group will continue to grow at 10 per cent a year, according to Dr. Braun. This is a daring claim to make against the background of an expected growth of only one to two per cent for the motor industries of Europe and the U.S.

But ZF sees the position of the independent component makers being strengthened by the very pressures which have the car and truck assembly groups in a vicious squeeze. Dr. Braun explains: "The potential for growth in the motor industry in industrialised Europe and the U.S. is limited, because the developing countries are setting up industries of their own, which cuts demand for exports and increases competition. It will also exacerbate the current over-capacity in Europe and the U.S."

At the same time the cost of research and development in the auto industry is rising faster than in the past because of energy and environment requirements—and because of competition.

On top of this the auto industry needs to put more into its worldwide sales and after-sales operations, and that costs a great deal of money. (In this context International Harvester recently estimated it would have to spend \$165m to set in motion a reasonable dealer network in Europe, even though it can already count on the outlets of its affiliates, Daf in Holland, Soddon Atkinson in the UK and Enasa in Spain.)

Dr. Braun insists: "Competition in the auto industry is tougher, so manufacturers cannot put up prices to match increasing costs—and that means lower profitability."

So the industry is changing its philosophy as a result of this squeeze. The car and truck assemblers won't do for themselves what someone else can do better.

"The industry needs to spread its risks and the risks are enormous. Forecasting is very difficult because a new style of international competition has just started. What happened in the past doesn't count."

"ZF is in a part of the business where the risks are huge. Why should the truck makers bear that risk?" "ZF is investing DM 1bn in gearboxes and steering gears over three years. Who among the assemblers can afford to invest that kind of money on those types of product? It is obvious the future will favour the makers of specialised components."

Dr. Braun even has hopes about the Japanese industry, the most vertically-integrated in the world, going the same way. "The new, young managers might change the philosophy if

it is the only way to be competitive."

Even though the future might favour the independent component suppliers it will not be possible to supply the world from a European base. "ZF will have to be present in those countries where our customers and the major companies are present. And when it is economic to do so we will produce there."

The company began to take the "world" car and truck trend seriously five years ago and the following year began to put its own strategy into effect.

The policy, in crude terms, is for it to manufacture in those countries where it sees the possibility of getting a reasonable market share for its products and where volumes can reach economic proportions.

Where it cannot own a business outright, as often is the case in protected markets outside Europe, the group prefers to establish joint ventures. But it has also been appointing licensees to manufacture its products where this seems the only reasonable way to get representation in a market. "The trouble with licensees," admits Dr. Braun, "is that they can move to someone else when the agreement comes to an end."

Five years ago ZF was mainly relying on its six plants in Germany and one in Brazil—where the European motor industry has been represented in force for many years.

Pushing through the international strategy has involved starting up a second plant in Brazil. Elsewhere in Latin America it moved into Argentina by buying a minority interest in an existing gear systems pro-

ducer and Venezuelan plant is due on stream in 1981.

Next year a new factory in India will come into production (another country where the growth rate expected for trucks and buses is far higher than in Europe) and, again with a local partner, has set up a company in South Africa which will manufacture enough gearboxes to make that country nearly self-sufficient.

Licensing agreements have been concluded in Spain and South Korea, countries with major motor industry growth ahead of them; and in Japan, where ZF has set up its own sales and service company.

The group has long-standing licensing agreements with Comecon countries such as Romania and Hungary and has some hopes for its current negotiations with the Soviet Union. Like many others in the European motor industry, it has sent emissaries to China.

There are also areas in Europe where there is the chance to move up from a low base. In the UK in February this year ZF signed a licensing agreement with Leyland Vehicles, which will make a new ZF gearbox at its Albion plant in Glasgow from 1983 onwards. Dr. Braun says anagmatically that this was "just a starting point for closer co-operation with Leyland."

ZF has its own UK sales subsidiary based at Beeston near Nottingham, which is showing the kind of growth the company needs in those European countries where it has so far made little penetration. Sales moved up from £2m in 1973 to £10m last year and Dick Reast, the managing director, reckons "we



Dr. Ernst Braun of ZF (left) and David Abell of Leyland Vehicles, recently signed a licensing agreement whereby Leyland will make ZF gearboxes in Scotland: "just a starting point," says Dr. Braun

have the potential to double that in the next three to four years." He expects the biggest growth to be in the supply of ZF power steering systems for both trucks and cars.

The U.S. provides a huge market, so far hardly touched. As a start ZF has set up a sales and service organisation of its own based in Chicago. The market will become increasingly important to it as the other European groups build up their interests there. Daimler-Benz is building a truck assembly plant and another Gorman group, MAN, only last month announced that it was going ahead with a factory which would first make buses and later add truck manufacturing. Significantly, ZF supplies MAN with every one of the power gears it uses in its vehicles.

The group is also sending products to companies in France and Germany owned by international Harvester, the biggest producer of heavy trucks in the U.S. "They know us oow and we want to offer them products in the States."

So Dr. Braun has no doubts. Eventually ZF will set up a

manufacturing base in the U.S. The amount of investment required to push forward on so many fronts has been enormous. For the past few years ZF's capital investment has been 7 to 10 per cent of annual turnover, and is increasing now. Research and development expenditure will also rise to between 4 and 5 per cent of sales against the previous 3 per cent.

Technological lead

"Europe must put much more into R&D to maintain its technological lead," insists Dr. Braun—a view shared by the European Commission which last month suggested that the European motor industry needed to double R&D spending if it was to beat off the challenge of the Japanese and U.S. competition.

ZF has recently taken a careful look at its management structure to see if it was still relevant in view of the fast-changing circumstances. Its decision, a few weeks ago, was to maintain the basic structure but adapt it to some extent. Management at the centre,

hitherto basically organised along geographic lines, will now focus on individual product lines, something that is becoming common in the motor industry now that companies are having to react quickly to world-wide trends, and need to know what external factors might affect the potential for a particular product.

ZF will set up regional companies in those countries where it has manufacturing interests—again it is a usual enough procedure, when there is a hefty investment to protect, to have an organisation able to cope with and adapt to local political pressures and circumstances.

While ZF will have a considerable investment outside Germany before the 1980s are over, Dr. Braun defends the company's position at home. "We are convinced that what we are doing to rationalise and expand outside Germany will safeguard jobs in Germany. In fact, there will be more jobs here as a result. In any case, for a long time to come we will be sending components from Germany to the new markets."

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THE ARTS

Festival Hall

Stockhausen

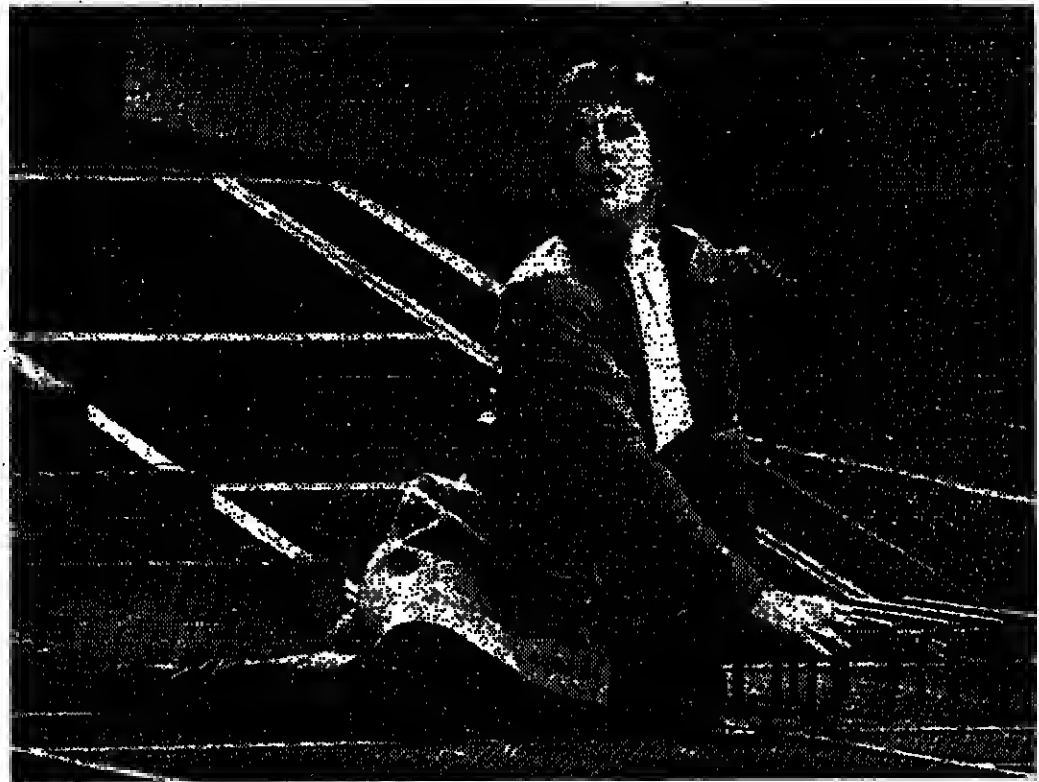
by MAX LOPPERT

The Philharmonia, conductor Andrew Davis, gave on Friday the British premiere of Stockhausen's *JUBILEE* for orchestra (1977). Anyone who approached the music by way of the composer's programme note could be forgiven a passing blanch: 91 lines of technical description, close-packed with arcane (for most of the listeners in the hall) numerical detail, preceded two lines of useful adjectival encouragement—the effect of the piece was intended to be “festive, spectacular, full of confidence.”

Luckily, so it proved. *JUBILEE*—the capital, as Stockhausen turns out to be one of the most immediately approachable of his recent compositions, a celebration (of, in particular, the 125th anniversary of the Hanover Opera House, who commissioned the work) in 15 or so minutes of colourful and imposing sound. It opens with the hortatory, brass-laden musical “formula” that is to recur throughout—chorale-like in character, on each full-orchestral reprise decorated by whooping, sighing glissandi on high and a fantasiticated buzz and bustle through-

out the orchestra. One of the choral repeats—a “sound window” in the musical fabric, according to the composer—is announced, by trombones and a tuba high up in a distant box; another by a quartet of oboes offstage. At the close all sectors join for a final piled-up statement in a way that Berlioz, Bruckner and Messiaen might variously recognise: “spatial” music, but, unlike Gruppen and Carré, of an appreciably simplified, tradition-conscious cast.

Indeed, for all the undoubted complexity in the layering and combination of timbral effects (the amplified solo violin made in Friday's performance a nearly insistent sound), two encounters with *JUBILEE* reveal the essential simplicity of its overall design—a kind of passacaglia, one is tempted to call it. Earlier in the evening a recital in the Waterloo Room by the chamber group Lewis had led a brief survey of earlier Stockhausen phases of composition, in particular the textpieces and “intuitive music” adventures. It was an hour of the most arid tedium. Fifteen minutes of the senior Stockhausen were better filled. Any moral to be drawn?



Josephine Barstow

Leonard Burt

Coliseum

Fidelio

by MAX LOPPERT

We have had to wait out a long interval for an English National Opera *Fidelio*, and gratitude that one of the necessary life-enhancing operas has returned to the Coliseum in a new production (supported by the National Westminster Bank), outweighs the many dissatisfactions therewith that will have to be set down in this notice. The cause of some of these may disappear later in the run. Mark Elder must surely forge a less tenuous link between pit and stage, and encourage less spotty orchestral playing, than he did, particularly in the first act, on Saturday evening. (The overture was dreadful.) Alberto Remedios' Forestan will no doubt contrive to move less disconcertingly between an admirably pure vein of lyrical singing and what can only be termed an outbreak of St. Martin's Shout. The didactic glosses in Joachim Herz's production may even, with smoother functioning of the apparatus, come to seem less unwilling to grant a general level of audience intelligence at the Coliseum. The whole thing may become a moving, involving *Fidelio*, instead of one in which a strong but distanced kind of interest and a more immediate kind of irritation jostled cheek by

been. In the recitative of the aria the words “shine out” did not encourage a similar freedom in the tone, the voice is not heroic (and the dryness of the important lower register is briefly worrying), yet Miss Barstow unfailingly exploits its marked individualities of timbre for expressive purposes. The trim shape of this *Fidelio* allows for a subtle, never emphatic assumption of boyishness—only at the end could she afford to relax the tension a degree or two still further, for there is a radiance in the music not quite implied in her tense bearing. In sum, though, a masterly performance. No less masterly is the jaller of Dennis Wicks. There was no need whatsoever for the producer to return to circulation the speech (placed between prison and final scenes) that Beethoven himself finally suppressed, in which Rocco's opportunism is summed up in Mr. Wicks' portrayal, jaunty, sentimental and heady-eyed by turns, it was already there in every gesture, every utterance (his bass was in strong form). Nell Howlett's Pizarro, cast in a melodramatic mould perhaps not of his own making, manages by dint of dark, well-shaped tone and keen attack on the words to achieve an impressive originality. The young couple of Ellene Hamman and Geoffrey Foggan, attractive players both, need to free their minds and their voices of production complications; the full, noble sound of John Tomlinson's unusually youthful Don Fernando and two excellent solo prisoners (Terry Jenkins and Roderick Earle) show the care that has

been expended on the exact place of small parts in the larger scheme. In the above comments on the cast can be read a critique of both positive and negative aspects of the Herz production. His way with the players is closely focussed, and the most able among them respond in kind. There is a vein of anger, an openly expressed refusal to permit the ultimate triumph of Leonore and Forestan to bathe the audience in a rosy glow of self-satisfaction. When this is at its most intense it proves in the stark treatment of the Prisoners' Chorus—violently prodded from their cells, they cower, human wrecks, in buddled groupings briefly altered by the mirage of hope—a new intensity is found in the music. (There must be a word here for the sterling male chorus.) When it is not, as in the final scene just before and during “O Gott! o weh! ein Augenblick!”—“cinematic” change of perspective removes the attention from the unlocking of Forestan's fetters to a hack tableau of prisoners still in manacles—it is at once musically insensitive and grossly patronising.

And with all the undeniable expertise of the East German producer we have to accept a surprising amount of crude lapses. More than one ophium is possible of Rheinhart's Zimmermann's (to me hideous) Zim. But did no-one consider the cumulative disturbance, on audience ears of even minimal sensitivity, of feet scraping along the complex of metal surfaces and mesh grids that fills the left side of the Act 1 set?

I have some confidence that it may become such a *Fidelio*, because it is already strong where most necessary—in its principals. To the title role Josephine Barstow brings all the intense dramatic intelligence expected, and also a sovereign vocal authority that may not

Even conducted by Claudio Abbado, it is doubtful that the London Symphony Orchestra would have managed to fill the Festival Hall on Thursday evening with Bizet's music for *L'Arlesienne* (the first suite complete) and Ravel's “characteristic poem” *La Valse*. Abbado delivered forthright, affectionate performances of both works, with carefully tended detail. *La Valse*, perhaps was too scrupulous—a certain element of wildness, an exaggeration of its blacker passages, was necessary to lift the tacky frieze-like construction towards more direct and compelling.

But in largest part the capacity audience was attracted by the prospect of Alfred Brendel playing the Emperor Concerto. Mr. Brendel obliged with a commendably fluent account

which was rapturously received but remained puzzling in several aspects. For all the strength of his reputation he is not cast in the mould of an extrovert, brevity, pianist, his technique is impeccable, but there are moments in his playing when the lines of communication with his audience founder, when the personal solution of musical problems takes precedence over the clear projection of salient details. Thus the Emperor was launched, not in a flourish of figuration, but with objective restraint, and Abbado similarly moved the opening tutti along lean, brisk lines, though when the time came he could not resist imparting flamboyance to the beginning of the second subject. So the movement continued, with opportunities for rhetorical gestures, consistently resisted; even the falsa cadenza that begins the coda was decidedly functional in intent and the centre of gravity switched to the subsequent horn solo, which Mr. Brendel bathed in the most delicate of decoration.

Yet even without the conventional frissons, it remained a deeply satisfying version of the concerto. An utterly limpid and straightforward Adagio (the orchestral strings warmly blynnic) was able to generate tension at its own pace and the tension then brilliantly discharged in a brittle, almost slapdash attack on the finale. Thereafter composure and elegance were regained; the work was allowed to end as it had begun, with Mr. Brendel's penetrative intelligence justifying every one of his unexpected interpretative decisions.

ANDREW CLEMENTS

Rattigan comes to the National

by ANTHONY CURTIS

When the curtain goes up on *The Browning Version* at the National Theatre tomorrow it will be the first Rattigan play to grace its boards since the theatre was opened not just on the present site but even at its previous Old Vic address. Let us not dwell on this shameful neglect now happily ended, but look back to the period when the play and its sibling *Horlequinade*, also revived, were first performed.

When *Playbill* was first performed in 1948 Terence Rattigan was Britain's most fashionable playwright. He was not yet 40 and he lived in Albany, Piccadilly, in a style not unworthy of Oscar Wilde, whose play *The Importance of Being Earnest* he knew by heart. He had read it so many times. Previously he had served during the war in the RAF in the role of rear-gunner in Wellington bombers.

Service life had not prevented him from continuing to write plays. In 1942 his *Flare Path* gave a vivid impression of the operations of a Bomber station observed from the viewpoint of a public house in Lincolnshire. In 1943 he had used his own rooms in Albany as the setting for a comedy of wartime London and wrote-pulling in high places; and in 1944 he had produced *Lore* in Idleness about a Canadian-born politician inspired by Lord Beaverbrook, who runs into trouble when his mistress's son arrives home from America. This had starred the legendary pair, Alfred Lunt and Lynn Fontanne.

For his first post-war play Rattigan had resuscitated a famous case of the 1900s, the Archer Shee affair, and had done so in a four-act framework reminiscent of Galsworthy whose works he had studied in the library at Harrow School when he began to conceive the notion of making playwrighting his profession. He called it *The Winslow Boy*.

These plays had all been successful with the London public. Rattigan's name often cropped up in the public prints, not always in the columns devoted to dramatic criticism. There was speculation about what he might write next. He aided it by dropping the hint along the theatrical grapevine that he was writing one-act plays for John Gielgud (who had turned down the role of Sir Harry Morton in *The Winslow Boy*). Rattigan sensed that conditions in the theatre had changed since the war and that plays would be some of shorter duration with a single interval as the norm.

He was also keen to experiment, to prove that he had the skill to solve any technical problem that he set himself. When the plays were finished he suffered two setbacks. *The Browning Version*, as the main one was called, was turned down by Gielgud, and Hugh Binkie Beaumont of H. M. Tennent, Rattigan's managerial boss as it were, then lost interest in it. One-act plays had not been popular since Irving's time which explains Beaumont's

reluctance; the reasons for Gielgud's decision are obscure. He may have felt that the theatre at that time ought to move in a more extravagant romantic direction than Rattigan's minute realism. It was the period of the discovery by the London public of Tennessee Williams, of Christopher Fry, of Anouilh. At any rate it was a lucky break for another theatrical management, that of Stephen Mitchell who signed up to do *The Browning Version* and *Horlequinade* as *Playbill* directed by Peter Glenville. The two principals were Eric Portman and Mary Ellis. They played different roles in each of the two plays. Several years later in *Separate Tables* (1954) Rattigan developed this doubling trick further.

Beaumont's rejection of the plays seemed crazy after the success of *Playbill* by both public and critics. It ran to great acclaim and Rattigan's magical moneyed aura was enhanced. The popular Press showered praise on the production and even the intellectual weeklies found much to admire. T. C. Worsley (later to become a close friend of Rattigan's) wrote in the *New Statesman* that “in *The Browning Version* Mr. Rattigan digs down several layers. His schoolmaster is much more than a facile characterisation. It is a rounded character. Schoolmasters seem to lend themselves very easily to sentimentalisation in the hands of popular writers, whether or failures; but Mr. Rattigan has felt and thought his originally, imaginatively and truly. The part is excellently written and it grows in the memory.” Praise indeed from one who had himself been a schoolmaster.

The second play *Horlequinade* tended to get dismissed in a few lines at the end of the notice, and Worsley was no exception. He described it as “a green room rag in which Miss Mary Ellis and Mr. Portman have a grand frolic rehearsing Romeo and Juliet in the provinces. . . . There is a great deal of amusing feeling and a measure of waste here.”

The Browning Version unlike *Separate Tables* did not do nearly so well when it crossed the water to Boardwalk where it ran for 62 performances. It was however, made into a notable film in 1951 by Anthony Asquith with Michael Redgrave as the Crook, and Gielgud agonised for his rejection belatedly by playing the role on radio.

All this was a long time ago. The fall in Rattigan's stock with the public after the theatrical revolution in England of the late 1950s was as swift as his rise in the 1930s and 1940s had been striking. *The Browning Version* continued to be a favourite with amateur dramatic societies and seaside repertory companies but it had to wait until 1975 for a revival of any class. This was staged at the King's Head Public House in Islington, London, with Nigel Stock and Barbara Jefford in the main roles. When I went to see it I wondered how the

rest of the audience, mainly under the age of 30, would find the play.

For the benefit of anyone who has not been there I should explain that at the King's Head a meal is served before the play, those of the audience who have dined remaining at their tables for the performance. I sat at a table with three others for the show one of whom was a man in his middle sixties whose perfectly cut dark blue suit proclaimed him to be not of the usual clientele. His fine features were spoiled by the puffs and pastiness of his skin but his eyes contained a remarkable air of amused concentration. In front of him was a wine glass full to the brim of whisky. He sipped it nervously and waited. This was Rattigan on one of his visits to London from Bermuda where he lived.

Rattigan's curiosity as to how his play would go down on this occasion was as anxious as that of any novice playwright. Was the eclipse of his work on the London stage coming at last to an end? He was keen for a West End revival of *The Browning Version*, not because he wanted particularly to hark in his former glory, but because he had in mind a new play he wanted to write: a drama about the relations between Rattigan and Asquith's son Raymond during war one. Rattigan had been reading avidly in this period. It was true that he had had a new play performed in London as recently as 1973, *In Praise of Love*, a curiously morose work in two acts woven out of several strands of his own life; in spite of one glowing notice, this had not really re-established him in the minds of present West End audiences. But a strong revival of *The Browning Version* would by contrast provide just the impetus he needed to get started again which was what, in spite of serious illness, he wanted more than anything in the world to do.

It was soon plain, from the first moment of the play when Taplow receives the chocolates, and then receives instruction in a golf-swing, cradled in the arms of the popular young master, that the entire audience was completely captivated by what was happening on the stage, and was delightfully surprised by the unfamiliar tautness of the construction. By the end it was abundantly clear that the play transcends the period in which it is set. Its sense of the breaking-strain is timeless. In spite of the Himmeler comparison, the roots of *The Browning Version* go back to the time just before the advent of Hitler when Rattigan was himself a schoolboy at Harrow destined by his father to be a Diplomatic Service, playing cricket for the eleven and observing the quaint mannerisms of his Master in Greek, one Coke Agamemnon. Out of such memories Rattigan had made his own drama of a man slain by his wife, emotionally if not physically, and somehow surviving the slaughter with his will to live just about intact.

Wigmore Hall

Elena Gilels

This pianist arrived with excellent credentials, arousing considerable advance interest. In addition to being the daughter of Russian virtuoso Emil Gilels, a pupil of Jacob Flier at the Moscow Conservatory and a veteran of tours in Western Europe and Japan, both demanding and unbacked, Elena Gilels chose a programme needed for her London solo debut at the Wigmore Hall on Saturday night.

She has a big, easy technique that draws rich, rounded sonorities from her instrument. Pedalling is clear and unobtrusive, contributing to a tone which is never forced in loud passages. All these qualities were evident

in the correct, contained reading of Mozart's quirky D minor Fantasia, K.397 that opened the recital.

And they continued to be the distinguishing features of a performance of Schumann's *Kreisleriana* in which all major interpretive choices were the same: most, traditional ones. Clumsy, erratic, right-hand articulation and atonal, bronze tone in left-hand octaves are not really enough for one of Schumann's most ambitious, individual and sonorous of Romantic dictions, a more vocal phrasing of quiet melody, a greater variety of accent in strong rhythmic passages (most of which were confidently, even

brilliantly rendered) would certainly be welcome.

The impression of an introverted, private disposition, of a pianist not really eager to communicate to her audience, was modified in the all-*Prokofiev* second half. Five of the *Visions fugitives*, Op. 2 showed a wider tonal palette and keen, idiomatic identification with the composer's vocabulary. The seldom performed Second Sonata, Op. 14 was notable for the very straight playing of the marcato Scherzo and the brilliant pianism of the final. Prokofiev's wit and eccentricity were avoided, but the performance was an exciting one.

RICHARD JOSEPH

TREVOR BAILEY comments on the FA Cup Final—and some cheering signs for the new cricket season

Brooking shows elegance and craft Neighbours show their character

WEST HAM beat Arsenal 1-0 in the FA Cup Final, which will be remembered more for providing yet another of those Wembley form upsets than for the match itself. The Hammers became the third Second Division club in eight years to conquer First Division opponents—intriguingly all by the same score.

In many ways it was very much a repeat of the 1972-73 final when Sunderland beat Leeds, except that the Second Division side on that occasion was not as talented as West Ham, and Leeds had considerably more to offer than the Gunners.

Arsenal are at their best and more effective, as they showed in their semi-final saga, when their defence has to absorb intense pressure and they launch the occasional devastating counter-attack. Against West Ham they enjoyed too much possession and, finding themselves confronted by a most well organised defence, they gradually ran out of ideas. In the closing stages they were reduced to hitting high bopper balls into a packed penalty area.

The Gunners lost because their two strike forwards—Sunderland and Stapleton—were so well shackled by the admirable Bonds and a most impressive Martin that neither was able to take up a goal-scoring position. The inclusion of Devine—who had an unhappy afternoon and was eventually substituted, instead of the more experienced and positive Nelson—cost them bite down the left flank.

Although Arsenal were well below their best so that it was difficult to believe that they had knocked out Juventus from the semi-final of the European Cup Winners' Cup and Liverpool from the FA Cup, West Ham must take much of the credit for reducing their opponents' effectiveness and for capitalising on their own somewhat lucky, but decisive goal.

Trevor Brooking, standing in the path of an off-target drive, intentionally deflected the ball into the net with his head. However, even if there was an element of good fortune about the way the ball eventually found its way into the net, the move which led up to it, and the way Devonshire took on the

full-back and accurately centred just beyond the far post was one of the few highlights of an entertaining contest but not a classic one.

It was appropriate that Brooking should score as he supplied most of the elegance and constructive craft on display, suggesting that even Brian Clough can err on occasions. His distribution was not only accurate but he was frequently able to upset the opposing defence by doing the unexpected. By contrast, although Brady and Rix both on occasions dribbled past opponents and Talbot was forever running with the ball, their final pass was too predictable, and therefore easy to counter.

Once West Ham had scored in the 13th minute, Arsenal began to lay siege to the Hammers goal and the same pattern persisted for the first 20 minutes after the interval.

The heat, the frustration at being unable to make a serious impression on a well organised in depth defensive system, and the effects of an overlong

season, then began to take their toll. The result was that for the remainder of the second half the Second Division club were able to launch a number of threatening counter-attacks usually initiated by Brooking. On several occasions, they almost scored again and the 17-year-old Allen, who really suggested that his club have found some body likely to maintain the high tradition of Peters, Brooking and Devonshire in midfield, was only prevented by a deliberate trip when clean through to goal.

West Ham undoubtedly deserved their victory because they bubbled throughout, whereas Arsenal merely ran and they also showed more imagination and finesse.

Their manager John Lyall has good reason to be delighted with every member of his side, which was unrecognisable from the West Ham I twice saw struggling unimpressively in the Second Division before Christmas. If they had maintained their Wembley form throughout the season, they must have gained promotion. I have already placed by met on them to do just that next year.

WHILE West Ham were winning the FA Cup their near-neighbours, the Essex cricket team, were taking the first step in their attempt to retain the Benson and Hedges Trophy by beating Sussex at Chelmsford.

Even more impressive was their fightback earlier in the week to save the game against Sussex, when half the side had been laid low by a virus, and their subsequent victory over Kent. These two performances show that, like the Hammers, they possess character as well as ability.

From both an Essex and an England angle, the batting of Graham Gooch has been most encouraging. He looks as if he has crossed, or is in the process of crossing, that considerable gulf dividing the very good county batsman from the true international. We shall certainly need some big innings from him this summer and next winter, if we are to challenge, let alone beat, the West Indies.

At Lords I had the pleasure of meeting two old friends, Clyde Walcott the West Indian manager, and his assistant, Cammie Smith, who both possess

the necessary knowledge and authority. This pair should make sure that the cricket on the tour is played without the rancour which disfigured their recent visit by the West Indies to New Zealand.

I was also able to see Lancashire avoid defeat at the hands of the powerful Middlesex team, largely through a most impressive innings by young Cockbain, who looks a well above-average prospect.

It is to be hoped that he continues to improve and avoids the fate of rather too many of the country's promising batsmen, who in recent years have failed to live up to early expectations.

I also hope that cricket followers in Lancashire will not have been put off by the action of Barry Wood, who refused a new contract after receiving an enormous benefit, and will support this season's beneficiary Jack Simmonds, who has been with the club for nearly 20 years.

Despite Lancashire's exciting win over Worcestershire which owed much to the swing bowling of the Australian Malone and an undefeated century from Reidy, I shall be surprised if

they prove to be championship material. On the other hand, there is a marked improvement in the dressing room atmosphere. Under the captaincy of Hayes and with Jack Bond as manager, they should certainly play to their potential, which has not always been the case in the past.

The enthusiasm for cricket in Wales is considerable. It is noticeable whenever Glamorgan play in Essex how many exiles from the valleys turn up to support what to them is a national, rather than a county team.

Since the war, under the leadership of Wilf Wooller, Ossie Wheatley and Tony Lewis they have usually done very well—often rather better than their actual ability warranted, but last summer everything went wrong. Not only did they fail to win a single championship match but there seemed no reason why they should.

It is therefore pleasant to see that last week they beat an admittedly weakened Gloucestershire by 7 wickets and on Saturday just edged home by one run against the same opponents in their opening match of the

Benson and Hedges competition. Although I do not believe that heralds an immediate renaisance, it could mark the beginning of one. The victories must certainly have given their new skipper Malcolm Nash and his team much needed encouragement, while the batting from their new acquisition Mianadad, suggests that Sussex never obtained the best from this highly-talented player.

The choice of Peter May as president-elect of the MCC is most welcome. He was arguably the best post-war batsman this country has produced and was also an outstanding captain of both England and Surrey, combining tactical appreciation with a toughness and single-mindedness of purpose, largely camouflaged by his personal charm.

Having had the good fortune to have played with Peter, and under his leadership on so many occasions I have no doubt he will prove a great success in what is probably still the most important administrative post in the cricket world. He certainly possesses all the necessary qualities, plus an integrity which is not always fashionable these days.

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Rewards in the public sector

THIS WEEK'S House of Commons debate on the appointment of Mr. Ian MacGregor to British Steel will serve a useful purpose if MPs concentrate, not on scoring points off Sir Keith Joseph, but on the reasons why governments have such difficulty in finding people to run nationalised industries. Several well-qualified British managers were asked to take on the steel job, but declined to do so. This is not a new phenomenon. Although British Steel presents peculiarly challenging problems, other public sector appointments over the past decade have been almost equally difficult to fill. Ministers have had to scour the country and the world for recruits and have sometimes had to settle on people who were clearly not right for the job.

Changing rules

There are two main reasons for this. First, many top-flight managers in the private sector do not regard the chairmanship of a nationalised industry as a real job: the objectives are unclear and the rules of the game can be changed from day to day by Ministers and civil servants. Governments have tended to look on nationalised industries not as businesses but as instruments through which to achieve other objectives, whether it is to preserve employment or to knock a few millions off the Public Sector Borrowing Requirement. Second, salary rates are not competitive with the private sector and are subject to political interference.

In these circumstances governments have had to draw to a large extent on people who are prepared to join the public sector out of a sense of patriotic duty, because they regard it as an honour to be asked or because they like the prestige that goes with it. These are not unworthy motives. That the effect of relying too heavily on them is to narrow the choice of potential recruits; younger men in their forties and early fifties are less likely to join the public sector than those who are nearing the end of their business careers.

Humiliating

In the case of British Steel an undignified and public search for a successor to Sir Charles Villiers had gone on for many months. The Government's desperation, and the weakness of its bargaining position, explains the humiliating terms which Lazard Freres,

the New York investment bankers, were able to extract for releasing Mr. MacGregor. The deal is extraordinary even by American standards. Top American executives are often tempted to change jobs by a combination of high salary, performance-related bonuses and other inducement, but he himself, not his previous employer.

Yet the very oddity of Mr. MacGregor's contract could make it something of a watershed in public sector appointments. Ministers have said that if he turns British Steel from loss into profit the sums involved in recruiting him will pale into insignificance. This implies that, in the Government's view, it is worth paying a very large sum of money to ensure that a job which needs to be done is done. Moreover, the Government has also accepted the principle of relating pay to performance. It is high time these salaries were taken out of the Boyle Committee procedure. The Government should pay a competitive rate for the job, supplemented where possible by performance-related bonuses.

Objectives

The other novelty in Mr. MacGregor's appointment is the agreement to establish performance criteria, covering profits, sales, productivity, labour relations and other matters; the payments to Lazard Freres will depend on how well he performs against the targets. The Government will be forced to spell out in some detail what it wants Mr. MacGregor to do. If the same principle were applied to other nationalised industries, it would go some way towards removing one of the factors which makes these jobs so unattractive—the lack of clarity about objectives.

Nationalised industries, especially the public utilities, will always pose particular problems of accountability; the pressures on the chairman are greater in many ways than those which apply in the private sector. These pressures can be reduced but not eliminated by decentralisation and in some cases by the introduction of private shareholders. Given the unavoidable differences between public and private sectors, the Government has to ensure that the chairman of a nationalised industry knows what he is expected to do, has the resources and authority to do it and is fairly rewarded for his work.

Increasing the City's appeal

TODAY THERE are talks between the British Bankers Association and the Bank of England on the matter of banking liquidity. On one plane these are specialised discussions about banking. The Bank, vested with new regulatory responsibilities, is inclined to insist that banks in the City of London should match short term deposits—and in particular, interbank deposits—with a very liquid spread of assets. The banks argue that in their competitive business the Bank's inclination is unrealistic. Such is the measure of disagreement that a compromise will have to be found.

Feared

On another, more general, plane, these discussions are a fresh reminder how the style of regulation, or self-regulation, is crucial to the City's future as an international financial centre. On several recent occasions the desire to sustain club rules within City institutions has led to attitudes which are, on the face of it, xenophobic.

The Committee of Lloyd's initially resisted foreign take-over of Lloyd's insurance brokers because it feared that outsiders would not feel bound by club rules. Now it appears to be bowing to business reality and to be letting them in.

The Stock Exchange, given the abolition of exchange controls for which it had cried so long, is also keen to know how to decide how best to allow its members to make use of their new freedom. Convinced that its powers of self-regulation were intimately bound up with its unique distinction between brokers and jobbers, it has devised an elaborate and probably unsustainable system to preserve that distinction whatever its members do abroad. The same distinction makes it very difficult for a foreign securities house to become a member of the London exchange.

Recently, the Accepting House Committee, an elite group of merchant bankers, decided that the take-over of Anthony Gibbs by Hong Kong and Shanghai Bank made Gibbs

ineligible for membership. The ineligibility for membership. Yet the irony is that Anthony Gibbs acquires a more formidable presence in the City precisely because of its new ownership.

A desire to preserve club rules—reinforced by plain self-interest—runs through these discussions. Yet that self-interest might best be served in the long run by combining high standards with an openness to members from outside.

Services

There is today a gradual decline in the international role of the dollar. There is a decline in the dominance of the international banking business by U.S. banks. There is an erosion of the regulatory advantages which have made London the offshore centre for both this currency and these banks since the late 1950s.

These may be some of the reasons why London's share of the fast growing eurocurrency business has recently shown some decline.

Another reason is that the banking, insurance and securities businesses are all becoming more diffuse geographically as communications improve, as services become more important within developed economies, and as the centres of wealth and business opportunity shift across the world. The relative decline of the British economy has left its mark upon the City too.

Under these circumstances the institutions of the City of London, whether regulatory or self-regulatory, have to strike a delicate compromise between discipline and exclusivity on one hand and international appeal on the other.



The protagonists (left to right): Lord Wedderburn and Lord McCarthy, who will be challenging the Bill in the House of Lords; Lord Scarman, the Law Lord who has argued for keeping the courts at a distance from industrial disputes; Mr. Victor Matthews, of Express Newspapers, which last week obtained an injunction against print unions defied by NATSOPA, whose general secretary is Mr. Owen O'Brien.

The unions and the judges

By CHRISTIAN TYLER, Labour Editor

ONCE IT is shown that a trade dispute exists, the person who acts but not the court, is the judge of whether his acts will further the dispute. If he is acting honestly, Parliament leaves him the choice of what to do. "I confess I am relieved to find that this is the law. It would be a strange and embarrassing task for a judge to be called upon to review the tactics of a party to a trade dispute and to determine whether in the view of the court the tactic employed was likely to further or advance that party's side of the dispute."

"And the difficulties which have beset the Court of Appeal in their attempt to formulate a test are a persuasive argument for keeping this act of judgment in the industrial arena and out of the judicial forum."

It would need very clear language to persuade me that Parliament intended to allow the courts to act as some sort of back seat driver in trade disputes."

—Lord Scarman, giving judgment in the House of Lords in *Express Newspapers v. McShane*.

Arbiters in disputes

The authority of the British courts is once again being challenged by trade unionists. This time there is no trade dispute—Wednesday's "Day of Action" can only be described as a political protest—so Lord Scarman's remarks do not bear directly on the legal action brought by Express Newspapers last week against printing union leaders. But what Lord Scarman has done, in a judgment in one of the most important labour law cases of recent times, is to expose again the roots of a controversy that is now raging once more because of the Government's Employment Bill. How far should judges be called on to act as arbiters in industrial disputes?

The defiance shown by the print union NATSOPA to Mr. Justice Griffiths' order last week has put the question even more acutely. And, depending on further developments, it could also put trade unionists in jail for the second time in eight years.

Foreign observers of the British scene may well be

shocked by this unresolved dispute between organised labour and the courts. After all, many European countries have legal frameworks for industrial relations every bit as tight as that proposed by Mr. James Prior in his Bill. (In the U.S. the framework is even tighter—a special labour court that it hoped would win the confidence of both sides of industry as it set about applying, in informal surroundings, the provisions of the bold 1971 Act. But the National Industrial Relations Court was ignored, found itself obliged to send five dockers to jail and to sequester the assets of the Engineering Union so that it ended its life—in the view even of some of its own members—as a threat to traditional British respect of the law.

At the same time, a judgment last week against Granada Television requiring it to disclose its source of information inside the British Steel Corporation has been quoted by trade unionists as support for their own case. If, they say, it is right for a journalist to go to jail rather than surrender the identity of his sources, then it is no less right for a trade unionist sometimes to defy the court.

Whatever the merits of such arguments, events of recent days strongly suggest that all the old antagonisms between judges and unions stirred up by the 1971 Industrial Relations Act are resurfacing—even before the Employment Bill that seeks to put new curbs on trade union behaviour reaches the Statute Book. Not that the hostility was very far below the surface: the "creative" judgments of Lord Denning in the Appeal Court—often as not overturned on appeal to the House of Lords—have kept the issue on the boil.

Foreign observers of the British scene may well be

This time, therefore, there is to be no NIRC. Mr. Prior does not particularly want or expect employers to flood the High Court with the kind of action that it would be open for them to launch when the Bill becomes law. But the signs are that employers are increasingly ready and anxious to seek redress: the decision of Mr. Victor Matthews, chairman of Express Newspapers, to seek an injunction against five trade union officials for inducing breaches of contract for political ends is not entirely unprecedented (a similar case was made by newspaper proprietors against SOGAT in 1970) but it is certainly symptomatic of the present mood.

There is a feeling, too, that the unions, politically powerful during the Labour Government, are now on the run. Shop floor revolts against militant policies, demands for secret ballots and now widespread rank and file reluctance to obey the TUC's call on Wednesday all seem to point in that same direction. Nor is the Opposition in much shape. With an unassailable majority in the House of Commons and with its natural advantage in the Lords, the Government is expected to have

no difficulty in getting the Employment Bill onto the Statute Book by the end of July. The Bill goes to the Lords carrying a number of minor amendments from its Committee Stage in the Commons and a major amendment introduced by the Government designed to prevent trade union members exerting indirect economic pressure against an employer with whom they are in dispute.

It is against this proposal, involving a fundamental but technically complicated change to trade union civil immunity, that the TUC had directed most of its fire. There will be more salvos in the House of Lords where industrial relations academics such as Lord Wedderburn and Lord McCarthy will try to shake the Government.

One argument likely to be deployed is that the amendment would restrict direct as well as indirect industrial action, despite the draftsman's efforts to provide clear statutory language, by reimporting into this area the notion of "unlawful means." Again, the arguments are technical, if not obscure.

A second prong of the attack will be directed at the Government's restriction of lawful picketing to the place of a dispute (and with some exceptions) to people involved in the dispute. The question here—one in which the Select Committee whether Mr. Prior's new civil law will lead to more criminal prosecutions. Chief Constables have told the Committee that they do not expect to be involved: it will be for employers to bring action against, for example, "alien" pickets. But the TUC has warned the Committee that the civil restrictions are bound to mean more arrests for offences like obstruction.

Government spokesmen do not expect the Bill to suffer in the Lords any more than it has done in the Commons, where the Opposition front-benchers made virtually no impact except in more peripheral areas such as ante-natal provisions for working mothers.

Indeed, the liveliest proceedings in the Commons were due to amendments launched by Conservative Right-wingers on

the back benches who feel (as does Mrs. Thatcher herself) that the Bill should be going much further than it does.

"Secondary" action, picketing and the provision of public money for secret ballots have been the subjects of most public interest. For most employers and union members, the sections dealing with individual rights—currently embodied in the Employment Protection Act of 1975—will be more relevant to the daily conduct of industrial relations.

Protest from employers

In this section of the Bill there is only one argument that could still surface: whether or not pay claims based on the going rate for an industry or area should still be subject to statutory arbitration. After protests from the Engineering Employers' Federation that its national minimum wage agreement could be undermined by the repeal of this "fair wages" schedule of the Employment Protection Act, the Government extended the period set aside for consultation. It remains to be seen whether its decision to repeal the whole schedule is absolutely final.

Even when the Bill becomes law, the debate will continue—a debate which Mr. Prior himself has welcomed. The Government is committed to a wider review of immunities in a Green Paper due at the end of the year. Ostensibly, that is to pacify the back benches—and some on the front bench, too—and consider what further legislation will be necessary.

But if Mr. Prior could count on getting his way there would be no more legislation of the present sort. There might be a debate about a few sugar lumps for the battered TUC cart-horse, designed to win the trade union moderates over and restore relations. To some extent, the Employment Secretary is at the mercy of the unions as well as of the Cabinet. A rough winter of wage strikes would probably scotch that strategy—and it is already easy to find people predicting the worst.

INDUSTRIAL RELATIONS LEGISLATION

- 1971—Industrial Relations Act (Conservative). Set up National Industrial Relations Court, virtually banned closed shops, provided for emergency strike ballots, introduced legally binding agreements, and registration of trade unions. Concept of "unfair industrial practices" for adjudication by NIRC.
- 1974—Trade Union and Labour Relations Act (Labour). Substantially repealed IR Act, but Conservative amendment excluded breaches of commercial contract from legal immunity.
- 1975—Employment Protection Act (Labour). New individual rights, plus statutory procedure for trade union recognition and extension of "fair wages" principle.
- 1976—Trade Union and Labour Relations (Amendment) Act (Labour). Repealed sections of TULRA 1974, narrowed closed shop exemption clause, gave specific immunity to breaches of commercial contract in trade disputes, and provided for Press "charter" to deal with Press freedom and closed shop controversy.
- December 1979—Employment Bill (Conservative). Narrows closed shop exemption, limits lawful picketing, offers public funds for secret union ballots, repeals parts of EP Act 1975, including statutory recognition and "fair wages" procedures; withdraws (by Government amendment) immunity for most "secondary" industrial action.

MEN AND MATTERS

Looking for eminence grise

Some genteel behind-the-scenes lobbying of Labour's intelligentsia is about to take place for the presidency of the Fabian Society, following the death at 87 last week of Dame Margaret Cole, one of the grand dames of the Labour Left, and friend of the two stars in the Fabian firmament, Sydney and Beatrice Webb.

She had been president of the Fabians since 1963 and in many ways personified the society's traits, not least a remembering to leave her body to medical science. Nursing the distinctive faith in research and the hope that a good pamphlet would solve much, if not everything, she also had that endearing way of speaking her mind in a polite 1930s manner.

The question of who, if anyone, will replace Dame Margaret has proved anxious thoughts in Hampstead and its leafier environs. Two front runners emerge. Tom Parker, 73-year-old Labour MP for Barking, is one of the doyens of active Fabianism, having been in the House of Commons since 1935. He has been the Fabians' vice-president since 1973. Members who were scattered through Labour Governments since 1964 seem, however, to be plumping for Sir Harold Wilson.

Bill Rodgers, Labour's shadow defence spokesman and a one-time general secretary, sees the appointment of a new president as a matter of honouring one of the members rather than filling a vacancy. "We've often done without one," he told me yesterday. He agrees that it should be someone "long on experience and pretty advanced in years. Sir Harold is on obvious choice."

Another active Fabian, curiously, Anthony Wedgwood Benn, sits on the executive. Given the shortage of candidates, was Benn, a possibility? "Oh no," says Rodgers. "Incom-



"For one ghastly moment I thought Arsenal were going to force a draw."

ceivable." Although he feels Ben's style of "bringing originality to politics" consort with Fabianism, it would be "improper" for a president to be in the full flood of his political career.

Donald ducks out

With the unexpected return to South Africa of Donald Bilton, the property and housebuilding group Percy Bilton (founder and chairman: Donald's Dad) has lost the man widely tipped to become the next chairman.

Donald, Percy's eldest son, came back to join the board at the request of his father about two years ago. Having spent much of the intervening time sorting out his South African farming interests, he has decided that they need his full-time attention. The winds of change are still blowing strong, and were no doubt an important factor. A somewhat less flamboyant character than his father, Donald Bilton stepped down—almost unnoticed—as an executive director a few months ago. The Bilton family holds about 38 per cent of the equity in

the Bilton group, its wholly-owned properties were last week valued at £118m, a rather conservative estimate, according to some.

While the decision of "Mr. Donald" to leave upsets plans to instal that specific Bilton at the head of the boardroom table, I hear there are several first and second generation Biltons who might be prevailed on to fill the breach. Meanwhile, the effect of Donald's departure will be mitigated by the presence of joint managing directors Ronald Groom and Alan Smith, who have capably held the fort with the octogenarian Percy since 1968.

Weasel ways

Lawrence Hills, doyen of ecological gardening, is busy trumpeting the virtues of weasels as a suitable accompaniment to compost and organic fertilisers. Apart from weasels' highly effective raids on rabbits and hares, their droppings are said to be all the rage among more progressive elements of the leached gentry. "Dry and easily handled" weasel droppings deposited down the runs of unsuspecting moles will apparently keep them away for weeks, leaving the croquet players above ground with the lawn to themselves.

The Henry Doubleday Research Association of 7,000 organic gardeners, which Hills runs, will shortly be publishing a paper written by a naturalist member on the virtues of weasels.

Who is the weasel-fancying naturalist? "I'm keeping him dark," says Hills, "because he knows the kind of publicity he would get—TV and all the rest of it. He doesn't want it. Science never forgives a bestseller."

My own non-chemical method of making war on moles was learned from a Danish count in northern Jutland. It involves a high consumption of champagne, though wine or even Tiger might do. First drink the champagne, then hurry the hotties in the

greenward with just the necks showing. As the wind blows, a hollow whistling sound is produced. Both my Danish friend and I are convinced that this induces absolute terror down below. Another advantage is that it makes the lawn quite unsuitable for cricket, croquet and other over-energetic activities which do so much to spoil a sunny afternoon.

Still partners

Contrary to the impression I conveyed last week, Rothschild Investment Trust does retain more links than a shared telephone number with the merchant bank N. M. Rothschild. Jacob Rothschild tells me that RIT owns 11½ per cent of Rothschild Continuation Limited, which in turn owns 100 per cent of the bank.

"N. M. Rothschild owns approximately 7 per cent of RIT, so it also is a very substantial shareholder. I am a director of Rothschilds and also chairman of RIT, so there is a remaining link over and above that."

Interestingly, however, coffee, mineral water, lemonade, fruit drinks, milk and syrup.

Observer

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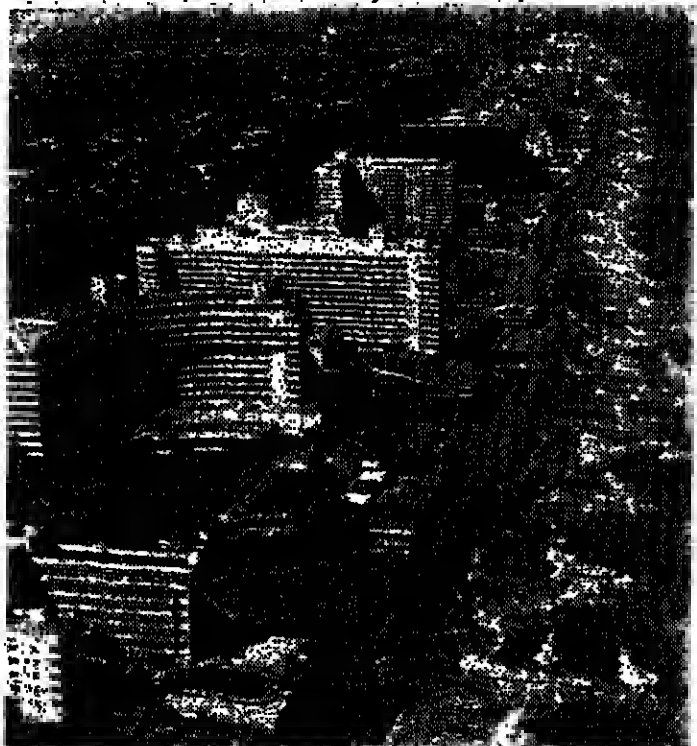
BUSINESS TRAVEL

The world is getting smaller for business travellers as it becomes easier to get from one part of the globe to another. Although many services such as hotels and air flights have been geared to their needs—and are being improved to the general benefit—delays and other frustrations of modern travel remain.



Huge efforts to woo custom

By Arthur Sandles
Travel Correspondent



THERE ARE times when the business traveller feels a little like a good marriage prospect: someone to be wooed with flattery and promises and then treated badly when they are hooked. There is certainly little doubt that if business travel was like the advertisements say then all the world would be fighting to become part of the international sales corps.

The reality, unfortunately, is often one of crumpled suits, crowded airports, sticky traffic jams, jet lag and bangers.

To get the business executive away from all this is not, in fairness, just a dream on the part of hoteliers and airlines. The business travel market is a huge one internationally—the bedrock of the travel business. Winning the loyalty of such a market is an essential part of any travel industry marketing man.

Customer loyalty, encouraged by promotion and retained by everything from service to discounts and credit cards, is a recurring theme in all aspects of business travel. The business traveller is indeed regarded as quite a catch.

The reason for this affection for the business community is that the market is one which shows remarkable stability. The vagaries of fuel crises and currency fluctuations have an effect, of course, but to nothing like the extent that they have on pleasure travel.

In areas of political disturbance it is the business people who are the last to leave and the first to return. To this basic stability is allied a willingness to spend money at a somewhat faster rate than is the case with holidaymakers.

The negatives in this seemingly attractive formula are mostly centred on the fact that the business community is considerably more demanding than the leisure traveller. Service must generally be good and standards high.

Consistent

Most of the success stories in the business travel industry are based on the ability to provide a consistent standard often in widely-varying locations. A lot of hotels, travel agents and even car rental companies abandon the task of serving the business community simply because of the demands of the customers in this field.

There are many reasons for the consistent strength of the business travel market. Not least of these is the continued

geographic expansion of corporate activities. Companies which were once confined to one country, or even one area of one country, are now spreading their activities over a much wider area.

Once this spread has started it is extremely difficult to stop at short notice, regardless of what happens to currencies or costs. Even where such changes take place they are often only changes in flow.

Trust Houses Forte, for example, discussing the impact of the strength of sterling against the dollar, says that during the past year or so the loss of U.S. business from Americans visiting Britain to buy has been made up by a rise in the number of sales people arriving eager to take advantage of the new position.

Several strings have been added to the business travel bow over the years. Conference and exhibition travel was a major growth market in the 1960s and 1970s and even now shows a surprising resilience in times of economic circumstances.

Incentive travel, a major market in North America, has shown gradual development elsewhere, but perhaps not in the spectacular fashion its proponents once suggested it might.

Basically the business person is both loved and hated in the travel world: loved for his custom and hated for his demands. But what are these demands that the business community makes? Well, there have been various investigations into this subject—it is after all the

secret of success and many people in the travel industry would like to find the key.

In fact most of the demands come down to two words—availability and speed. The business traveller wants a room, a car, an airline booking, a meal or a telephone call quickly, and that "quickly" has to be at any hour of the day or night.

Most criticisms of service tend to be over delays rather than anything else: check-in delays at airports, the often appalling delays in check-outs at hotels, the long waits for room service coffee and the rush for cars as the 747 disgorges its full load of business visitors at a badly-designed airport.

Battle

The battle to cope with these complaints is a major field of operation for those in the travel business.

Join the No. 1 club and we will cut down the wait for a car, says Hertz. Be part of the Executive Club and you never need see our cashiers, says Hilton. Get one of our credit cards and your office is no further away than the nearest phone booth, says Bell Telephone and pretty well every telecommunications service in the world.

The dilemma for the business traveller concerns the question of whether the cost of all these facilities, which is inevitably built into the rates, is justified. The traveller who does not need a rental car that can be left anywhere, or an hotel room with hot and cold running room service, may be well advised to shop around before being

bullied into going for the prestige brand names.

It is by sensing that there was such a market that a further stratum of international companies has developed in the past couple of decades, companies and co-operatives which are built on a more modest range of services and, they would argue, more modest tariffs. Such names as Budget, Thrifty and Dollar have grown strong in the car rental field just as Holiday Inn, Travelodge and Best Western have done in the hotel industry.

It is, however, in his experience of airlines that the traveller finds most room for delight and despair. It is a rare regular flyer who does not have some horror stories and a few pleasant tales.

Airlines have done a great deal to encourage business travel but at the same time have gone a long way along the road to alienate it by ignoring the basic principle that he who buys the most should pay the least. In flying the more you do the more you are likely to pay.

The prospects for the business travel market over the next few years look to be set fair, in the sense that they are neither good nor bad. Commercial activity may be depressed but so deep is business committed to long-distance trading that any substantial cutback on travel would be extremely difficult to achieve. What is likely to take place, however, is a greater emphasis on cost control.

Prospects for the business traveller, however, look relatively rosy. There seems little doubt that hotels and airlines

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will be unable to sustain their tariffs at levels which will match the inflation rate. When things are booming hotels tend to maximise their margins; when things are bad they have to suffer rate as well as volume losses.

Benefits

All this is happening, and likely to continue happening, at a time when the holiday market is shaky. Thus the travel industry is putting more effort into the business field.

In theory the business traveller should reap the benefits of a buyer's market as a result. It does not mean that the flight will necessarily always leave on time, or that room service will actually deliver breakfast when requested. But it does mean that he is going to be even more heavily wooed in the future.

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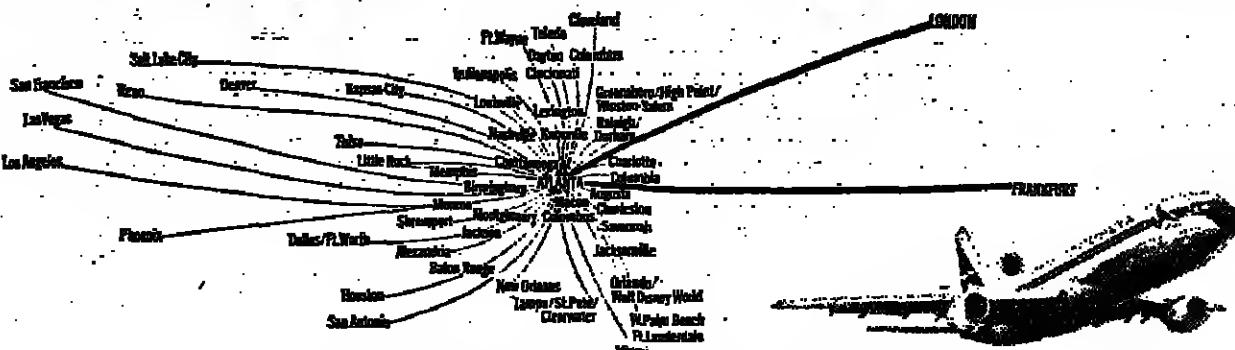
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*All fares listed are for Basic Season. Although Basic Season applies until June 14, 1980 fares may vary depending on departure date, so check for details. Schedules and fares are subject to change without notice. Fares may vary due to currency rate of exchange.



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BUSINESS TRAVEL II

Airport delays are inevitable

FOR THE businessman who travels extensively, the problem of negotiating his way through airports round the world has become one of the less attractive aspects of any journey.

This is not just a problem of congestion, although at many airports this is becoming severe—for example at London Heathrow. If both scheduled and non-scheduled traffic are taken together, it is estimated that more than 1bn passengers are now flying throughout the world every year.

While last year the expansion was 10 per cent, this year it is expected to be rather lower, perhaps between 5 and 7 per cent. But there will still be enough ties in many western countries, as a result of economic difficulties, to cause problems for airport planners and travellers alike.

Contributing to this problem of congestion, apart from the rising volume of traffic, are several other factors. One is that because of vociferous environmental objections in many Western countries, involving communities round airports, it has been almost impossible for the planners to extend airports to keep pace with the growth in demand.

As a result, in many Western countries, some airports are already too small to cope effectively with the traffic they have to bear, and the pressures will become even more severe with the inexorably rising flow of passengers expected through the 1980s and beyond.

In many countries of the Western world, the environmental objections have already become so severe as to make it almost impossible to lay down new runways at any existing airport, while in some places it is becoming increasingly difficult to develop new terminal

buildings also.

The classic examples of such difficulties can be seen in the recurrent debate, which has now lasted for over 20 years, on how to cope with the growing volume of air traffic serving London and south-east England. It has taken a major Public Planning Inquiry to win approval for the fourth terminal at Heathrow. Another such inquiry is under way into the proposed second terminal at Gatwick Airport, south of the metropolis, and another, similar, inquiry is planned on the proposed Stansted Airport, in Essex, to the north-east of the city.

The strength of the environmental lobby in the UK is such that it is by no means a foregone conclusion that there will be a third major airport for London at Stansted. It may well be that the Maplin plan for an airport on reclaimed land off the Essex coast will have to be revived, whether the airline and travel industry like it or not.

Another contributory factor to current congestion is the airlines' own desire—often supported by the passengers themselves—to arrive and depart at certain times of the day, mainly the early mornings or early evenings, thereby creating peaks which strain not only runway capacity but also terminal buildings and ancillary facilities such as customs and immigration and baggage handling services.

While many airlines are now trying to solve this problem by scheduling their aircraft to arrive and depart at less congested times (often with the encouragement of airport authorities through cheaper landing and aircraft parking fees), it nonetheless remains a serious problem.

But congestion is not the only reason for the difficulties encountered by passengers moving through airports. One is the

basic inadequacy of many airports throughout the world.

While, to be fair, much effort has been put into making airports clean and bright places at which to start and end an air journey, it is a fact that in virtually every country every airport is designed differently so that no one airport is quite like another. Thus, a passenger making a journey encompassing several different countries frequently finds himself confronted by an almost bewildering array of different airport systems, with signs in different languages, and different techniques of customs, immigration and baggage handling.

Uniformity

Efforts have been and are still being made by such bodies as the International Air Transport Association, representing the airlines, and the International Civil Aviation Organisation (the aviation technical agency of the UN), to introduce some measure of uniformity into airport design, but it is difficult for these bodies to entirely eradicate the natural desires of some countries to make their airports symbols of their own national sovereignty and character.

Some also have allowed their designers and planners free reign, and some strangely futuristic designs have emerged in recent years, such as the circular main terminal at Charles de Gaulle Airport, Paris, whose hollow core is crisscrossed by tubular glass and steel passageways conveying bewildered passengers from one level to another. In each of either their baggage or their aircraft.

It is perhaps significant that at Charles de Gaulle, the planners, in developing the additional terminals there, have abandoned the circular design

and reverted to the "linear" concept of terminal buildings on either side of a central main access road.

Similarly, at Heathrow the original concept of a central terminal area, linked to the outside world by an access tunnel passing beneath the runways, has proved inadequate to cope with the traffic it now has to bear—it is nearly at saturation point of 30m passengers a year.

As a result, the British Airports Authority, for the fourth terminal now approved by the Government, is obliged to move back to the edge of the airfield, with a large new building on the south-east side. This should make for easier access for the 8m passengers expected to use the new terminal every year from the mid-1980s.

The overall problem, of course, is that air travel has always developed much faster than the planners expected, with the result that their fine buildings of marble, steel and glass are frequently out of date even before they are completed, and in full use. Consequently, at nearly every major airport throughout the Western world, construction never ceases, and there is always something new being added, or something being improved, wherever one flies.

There is no reason to believe that this situation will change, except in a very few places in the world where the planners, with unlimited cash at their disposal, have taken a big jump into the future and designed terminals that should be able to cope with traffic up to the end of the century and beyond. Examples are the new airports at Jeddah and Riyadh in Saudi Arabia.

In many of the underdeveloped countries of the Third World, where air transport is still in its comparative infancy

but developing rapidly, airports remain primitive places, with limited facilities for travellers. Much of the \$40bn that is expected to be spent worldwide during the 1980s on airport developments of all kinds is likely to be spent in these countries, and it is there that most scope exists for the airport designers to achieve the uniformity of passenger and baggage handling systems that is so lacking in the West.

In the U.S., where air travel is much more accepted as a way of life than elsewhere, such facilities as kerbside check-in, "executive express" channels that separate businessmen from other travellers, and "trickle-loading" of aircraft as passengers check-in at the gate, are commonplace. They all help to avoid that irritating last-minute crush of passengers trying to squeeze into the aircraft at once that is all too frequently seen in other parts of the world, and which causes unnecessary delays.

Contrary to some travellers' beliefs, the majority of airport authorities and planners are concerned to avoid unnecessary congestion and delays, which cost everyone money.

The biggest single contribution would be to achieve some kind of international co-ordination, not only in airport design, but also in handling techniques, and especially in the elimination where possible of customs and immigration formalities (for example, between member countries of the EEC).

The airlines are trying to do it through the IATA, but so far there is little real evidence of similar efforts by the airport authorities themselves or their governments.

Michael Donne

Cabin class moves made by airlines

OVER THE past two years, the major scheduled airlines have shown a welcome resurgence of interest in the business traveller.

For much of the 1970s, the emphasis in scheduled air travel, and especially long-distance travel, was on providing many new types of cheaper fares to stimulate the mass travel market. This worked well for most operators, and there is little doubt that the type of passenger travelling by air broadened considerably, with many more coming from lower income groups than might otherwise have been the case had the cheaper fares not been introduced.

But this cheap fares "explosion"—in the form of Budget Class, Stand-By, and other promotional rates—had one unexpected result, an increase in the volume of dissatisfaction and complaint from those paying the full Economy Class rates who found themselves travelling to the same cabins and receiving the same kind of in-flight service as those flying at cheaper rates. For some time, the airlines appeared to be either unaware of this, or to find it convenient to ignore it, in their desire to satisfy the large, new, untapped market of low-fare travellers.

But, as economic conditions have become tougher, the airlines' attitudes have changed. They have at last recognised that while it may be beneficial in some ways to cater for mass travel, it is still the substantial premium fare, for which the volume of businessmen who underpin the scheduled services.

So far, the system seems to be working well. British Airways, one of the first airlines to introduce it, says that it has been successful on the North Atlantic, where it is called First, Club and Tourist, and it has now also been introduced on the Hong Kong route and will be extended further this summer to other parts of the network.

Lufthansa is providing a Business Class cabin on its Polar and Siberian routes between Europe and Japan (from April 15), following the success of this type of travel on its flights between West Germany and the U.S. and Canada. Among the benefits in this class of travel are free drinks, a wider selection of magazines and newspapers, and free use of in-flight entertainment aids.

Qantas, the Australian airline, from May 1 is extending its Business Class service to all its flights between London and Australia, and British Airways will follow suit soon. Qantas has introduced "Sleepersette" seats on its Australian flights for first-class passengers already.

On the short-haul routes, this concept of giving the businessman a better deal has gone much further already, with the introduction of an experiment by British Airways and Air France on the London-Paris route whereby First-Class is abolished entirely, and replaced by a new Club Class of service, so that there are only two classes of travel—Club and Tourist.

The Club Class fare is \$55 single, and the Tourist fare (called Eurobudget by British Airways) is \$42.50 single, although there is also a Eurobudget Excursion return rate of \$65. By comparison, the former First-Class single fare was \$71. Air France is charging the same fares, and participating in the experiment not only on the London-Paris route but also London-Nice. So far, the results are reported by both airlines to be encouraging.

Eventually, British Airways wants to extend the concept to all its European short-haul routes, and it said recently that other airlines, such as KLM of Holland, and Sabena of Belgium, were showing particular interest, with talks also

under way with Iberia of Spain, Alitalia of Italy, Austrian Airlines and Scandinavian Airlines System. British Airways is thus confident that the new "two-class" concept in Europe will have spread to other routes before the end of this year.

The difference between the two classes is again one of comfort, and of the quality and quantity of in-flight service. In the Club Class, the passenger gets separate check-in, free drinks, free meals or snacks depending on length of flight, and the full First-Class baggage allowance.

In the Tourist-Class cabin, the passenger gets an in-flight service, although some beverages may be served on the longer flights, but he does get the cheaper Eurobudget fares. But in both cabins, the seat size will be the same.

Flexible

British Airways says that with this system, it will be able to carry more passengers on each aircraft—the TriStars will carry 359 (126 Club and 233 Tourist), the Trident 2s 111 (39 Club and 72 Tourist), and the Caper 737s 114 (45 Club and 69 Tourist).

Another benefit is flexibility according to demand. Normally, about 30 per cent of an aircraft's capacity will be given over to Club Class, but the amount would vary according to the route flown and the time of year. A flight to the Mediterranean in the summer, for example, would have proportionately more Tourist-Class passengers than, say, a flight to Frankfurt in mid-winter, which would be predominantly Club Class for businessmen.

British Airways justifies this experiment by pointing out that the airline carries about 3.5m businessmen a year on its European routes, but that the proportion of First-Class travellers among them is declining—whereas 20 years ago 81 per cent flew First Class, today it is only 34 per cent. Research had shown British Airways that most business travellers flew at the full economy fare and resented sharing the cabin with leisure travellers paying much less.

Beyond these experiments with fares and types of in-flight service lies the possibility of improvements to the quality of handling on the ground. For short-haul European flights, British Airways is trying to interest the other European airlines in starting no-reservation, no-frills Shuttle-type flights, especially to Paris, Brussels and Amsterdam, similar to those now operated between Heathrow and Glasgow and Edinburgh.

If this does become possible—and it depends upon the willingness of the other European airlines to follow BA's lead—it should do much to speed travel on those routes, where much of the overall journey time is at present accounted for by waiting in airport lounges.

Michael Donne

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BUSINESS TRAVEL III

High-speed trains challenge air routes

LORD BEECHING did British Rail a favour 18 years ago when he wielded his famous axe.

The immediate result of the cuts in lines and services was a slump in confidence to a level well below the sleepers in the lines that remained.

But in the process of re-awakening the numbers that the Beeching cuts brought, British Rail has emerged as a thoroughly dynamic transport industry—at least on the Inter-City routes—and one that is the rival of our partners in Europe, certainly in terms of its financial performance and its success with intense commercial marketing campaigns.

To quote Sir Peter Parker, the present chairman: "The time of the railways has come again."

Inter-City is invariably cited as the success story of British Rail, while the other operational sectors such as freight and the commuter services are rarely talked about in the same way.

In revenue terms, Inter-City is almost as important as the other passenger services, in-

cluding those for commuters. Last year Inter-City increased its revenue from passengers by 11 per cent to account for £380m of the £800m—up 14 per cent on 1978—of total passenger revenue.

But to the harassed commuters on crowded, often dirty, often unreliable and sometimes outmoded trains of our inner city and suburban areas, eulogies for Inter-City may serve only to increase their frustration. They see British Rail's investment as invariably directed to Inter-City routes and its much sought-after business traveler services, while their own services—with notable exceptions where new trains and electrification have revived morale—deteriorate further.

British Rail defends its apparent concentration of resources on its Inter-City services by referring to the revenue-earning potential of Inter-City and how this can benefit the entire system.

But across the passenger business as a whole the latest figures show that British Rail has advanced dramatically since the

days of Lord Beeching's cuts.

Last year British Rail added 800m passenger-miles to the 1978 total to make a total of 18.9bn passenger miles the largest number since the days immediately before the Beeching axe, in 1961, when the rail network was 30 per cent larger and Britons had 7m fewer cars on the road.

In terms of passenger journeys, last year saw a total of 735m journeys recorded—the highest level for seven years.

British Rail attributes its success to the introduction on a large scale of the 125 miles an hour high-speed trains and improved marketing of existing services.

But of the £800m of total passenger revenue last year, earned on train services on 11,000 route-miles, only about a quarter came from business travelers. One-third is estimated to come from commuting, a figure which may go some way to explaining the frustration now felt by many regular commuters over investment priorities.

The balance comes from social and leisure travel.

However, the business traveler is courted by British Rail with a zest unmatched by continental railways and almost unmatched by Britain's domestic airlines, which are often regarded as the railways' main rivals.

Business travel is important to British Rail largely because most of this group of travellers pay standard fares, often first class, rather than the range of special fares which have been an outstanding success for BR.

The incentive to do a business trip in one day rather than spend a night away from home in what may be a soulless hotel room has distinct financial benefits, too. British Rail estimates that an overnight stay in an hotel could double the cost of a return rail fare.

On the longer journeys, though, especially between London and Scotland, rail is by no means the automatic choice, although it may become more so if and when the 150 mph Advanced Passenger Train—now on trials—enters service on a large scale.

Shuttle

The estimated Euston to Glasgow time on the APT when it enters trial passenger services in the summer is four hours and 10 minutes. This compares with three hours, city centre to city centre, by British Airways' shuttle aircraft.

At the moment 85 per cent of all business travellers between London and Glasgow go by air. British Rail expects to gain between 10 and 20 per cent of this air market for business travellers when the APT is in full timetable operation. About 75 per cent of Shuttle airliner passengers have said in a survey they will try the APT.

British Rail hopes to streamline booking-in procedures for APT passengers—possibly along the lines of the Concorde booking facilities at Heathrow Airport. British Rail will provide special check-in desks and boarding cards at both terminals and this will help to overcome the problem of time-consuming queuing which often negates the advantages of high-speed rail travel.

Investments such as the APT are now urgently needed by British Rail to replace main line rolling stock bought in the early 1960s. Punctuality and reliability of services have started to suffer as this stock nears the end of its design life.

British Rail also accepts that the standards of catering on its Inter-City trains has slipped. The Central Transport Consultative Committee, the public watchdog keeping an eye on BR standards, said the high rate of failure to maintain advertised train catering services was a matter of "major concern." Eight per cent of these services, on average, were not provided last year, including those on some of the longest journeys to Scotland.

However, when the services are provided, which of course is most of the time, the standards of food and service are still praised by young and older travellers alike. Most would agree that the British Rail early morning kipper has no rivals, despite the £4.30 charge for a BR breakfast.

Business travellers often suggest that continental railways offer higher standards of service. Some do, but only on a handful of special, high-priced trains, while British Rail strives to maintain its standards on services that are much more frequent, and generally of shorter duration.

The much-improved catering and cheerful bars at many

stations are another sign of British Rail's efforts to please the traveller and provide what he needs.

The average Inter-City journey time of three hours or less is one of the reasons British Rail has not pursued the idea of installing telephones on trains—and perhaps there is no need if the standards which applied on a certain Scotland to London express are anything to go by.

The train was forced by technical trouble to stop for some time at Crewe, but rather than allow frustration to build up as passengers waited anxiously, a railman walked the length of the train taking messages, which he transmitted from the station for the passengers.

British Rail wants companies to regard rail travel as the best value for money in terms of convenience, time, and the avoidance of car travel and the stress which inevitably accompanies it. The problems of long-distance driving are certainly getting no better and in the case of persistent motorway repairs, may be getting worse.

Many companies find the simple rail account that BR will arrange with any company a valuable and easy way of coping with an executive's business travel needs. Up to 40 per cent of the estimated £200m now spent by business travellers on the railways comes through company accounts. British Rail bills the company every week and allows the normal 28 days credit period.

There are three main strategies for increasing the use of rail for business travel. First, British Rail aims to persuade new companies to use the railways; second, it is campaigning to urge existing travellers to travel more; and third, it wants more travellers to go first class.

Lynton McLain

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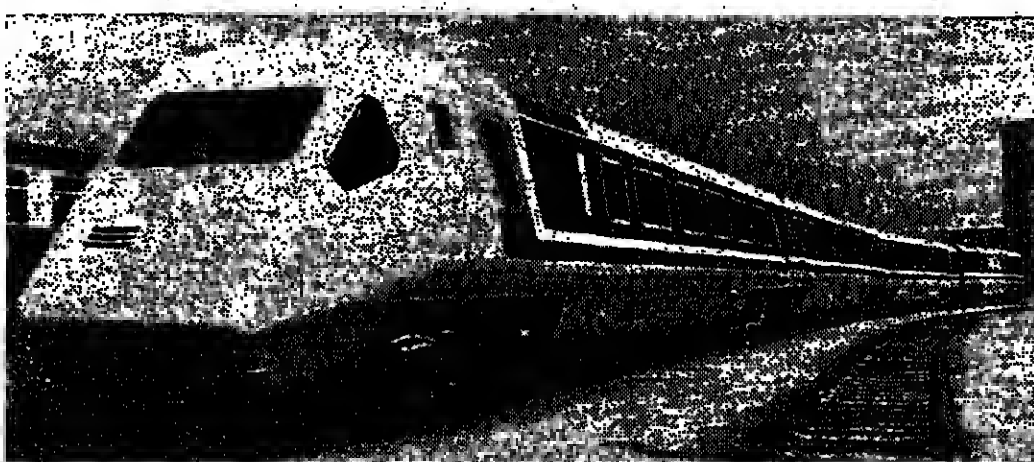
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With its new Advanced Passenger Train British Rail intends to bring its service to Glasgow from London down to 4 hours 10 minutes

Specialists are able to save on fares

ANYONE WHO has bought an airline ticket or car ferry ticket in recent years is aware that things have grown complicated in the world of travel. The complications have developed at much the same time, and for much the same reasons, as companies themselves have become aware of the amount of money that is spent on travel nowadays.

Most boardrooms, which might once have regarded the travel bill as an unfortunate necessity, have now tumbled to the fact that more efficient travel can produce substantial savings. Needless to say, this is where the specialist business travel agencies move in.

The complexity of fares, particularly on airlines, these days is due to a similar cost and revenue examination. The airlines have been struggling hard to encourage new business in the form of leisure travel, without allowing the business traveller to seize upon these promotional fares in order to save money.

This problem for most companies is that to their awareness of the potential for savings and for better service is added a knowledge that the problem is best solved by some outside organisation. The problem then comes of finding such an organisation.

It is almost standard practice these days to have an in-house travel manager whose role it is to keep an eye both on the travel patterns of the company and the performance of the

travel agency being used.

It is perhaps unfortunate that many companies do not go on to keep a watchful eye on the travel manager. Any travel agency worth its salt will try to establish a friendly relationship with the travel manager and it is fairly easy for that manager to start regarding the agency as a friend rather than a supplier.

The amber light should show if an agency has not been asked to repitch for the travel account for a couple of years.

Results

If all this talk of "agencies" and "pitching" sounds a little too much like the world of advertising it is because the comparison is a real one. A travel agency is required to produce the best results for the least money.

Travel agents work solely for a range of commissions from airlines, hotels and car rental companies. In theory they are in breach of a whole range of agreements if they offer any discounts to clients. Thus the business is supposed to compete on efficiency of service and not on price.

In fact the large buyer of travel can drive a hard financial bargain in two ways. The first, and by far the largest, saving can be achieved by finding a travel agent who can consistently meet your travel needs with cheaper tickets. In other words, the agent who has the

best grasp of rules and regulations of the air game.

The second, and perhaps more difficult way, is to find a good agent who is also prepared to give some sort of hand-back of his agency earnings. Not all agents are prepared to do this, but no business customer should worry about asking. Money saved in this area is likely to be small relative to the total spent, but is perhaps worth the effort.

Savings gained by shopping around for tickets do not necessarily mean buying from huckster shops or always flying on Skytrain. (Incidentally an excellent and much overlooked service for the business community.) Shrewd use of quite legal fare structures can produce substantial savings.

For example, a good travel agent will point out that a frequent visitor to a foreign city who is on a business trip can save enormously by buying cheaper excursion fares, whose major drawback for the business traveller is a length of stay stipulation.

You use the outward part of an excursion ticket for the first stage of your journey, then buy another return ticket in the destination city. You use the outward half of that ticket to come back. You then put the two nuzzled halves together for the return.

Nonetheless complicated? Well, when that excellent magazine Business Traveller, tried it recently on the London-Stockholm run it found it could save £112 on every flight—more than £1,000 a year is someone is going a month.

Group fares, assembled by agents who find enough people wanting to go to an exhibition or conference, are another invaluable source of saving.

Although savings are a pre-occupation of the business community, their availability is not at the heart of the growth of the specialist agency market. This growth is largely due to the fact that few normal travel agents are prepared to give up the time, or invest the effort, that some business accounts require.

A good agency will offer a 24-hour year-round service (recently installed machines in distant sales areas always choose to break down on Christmas Day), a delivery system that works, the ability to get visas, and a consistency of staffing.

The last item is of particular importance. The essence of getting good service from a travel agent is that the business travel account executive should quickly get to know the quirks of his account.

Perhaps the managing director never wants a room sales manager to be a vegetarian; with a sea view; perhaps the perhaps the chief accountant is disabled; and almost certainly every member of the travelling staff has a list of airlines with whom they refuse to fly. All these are things which the agency ought to be able to remember.

Arthur Sandles

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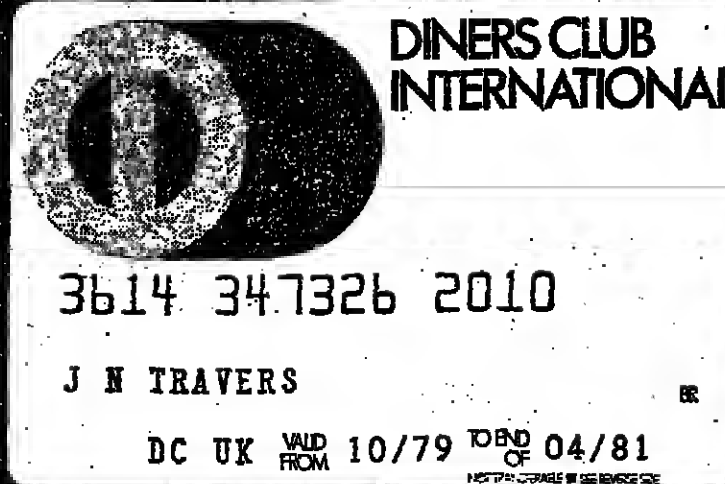
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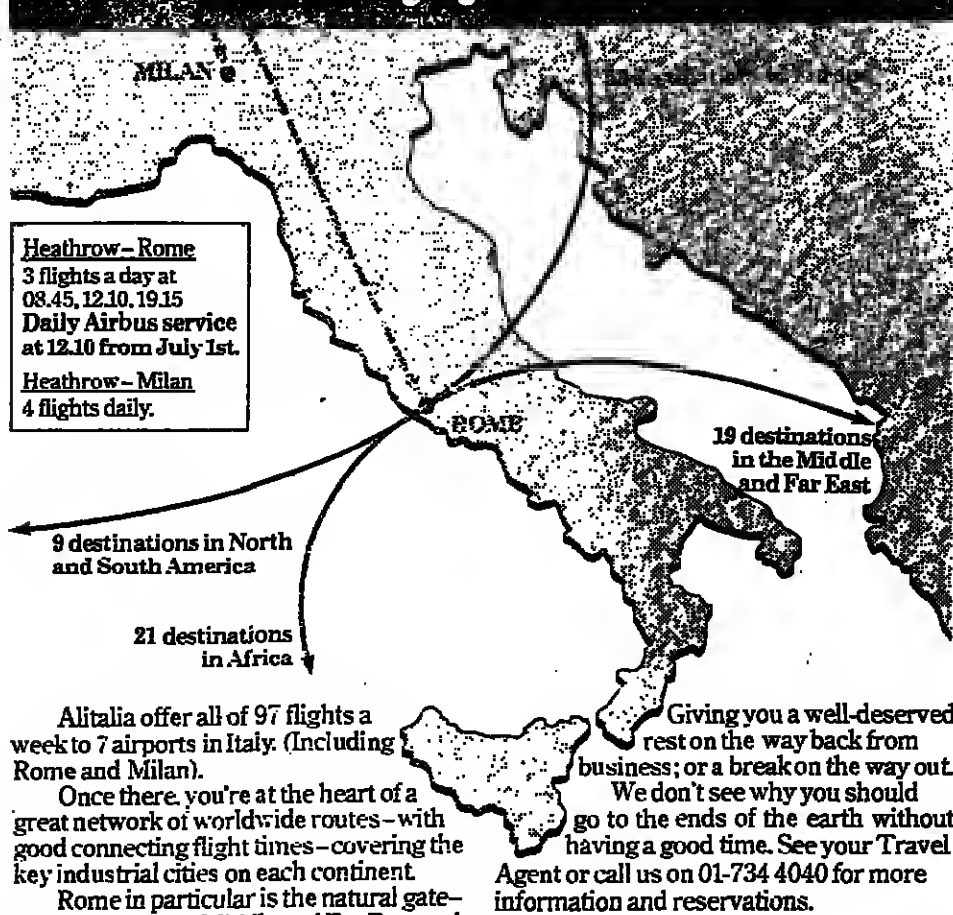
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at the above address.
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Previous Address _____ How long did you live there? _____ Years _____
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Bank Sort Code Number _____ How long have you held this account? _____ Years _____
Name and Address of Company or Firm _____
Tel. No. _____ Nature of Business _____ Length of Service _____
Annual Salary: If less than \$5,000 please specify amount \$ _____
In excess of \$5,000 please indicate: \$5,000-£7,500 ☐ £7,500-£10,000 ☐ Over £10,000 ☐
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Alitalia

BUSINESS TRAVEL IV

Credit cards' success continues

THE ABOLITION of exchange control regulations last October has done little to dent the popularity of credit cards and travellers' cheques as the best-oldest mechanism for keeping the wheels of international business turning smoothly.

Few travelling businessmen are advised to take more than a minimum of currency out of the country since business travellers can be a prime target for mugging in a foreign capital. Credit cards and travellers' cheques, on the other hand, are by far the safest way to carry money and are widely accepted throughout the world.

In fact, estimates suggest that at least 60 per cent of hotel and restaurant business in the major cities of the world is done through credit cards. Moreover, hotels in many U.S. cities are poorly equipped to deal with cash-paying customers.

The use of credit cards by foreigners in countries with strict currency regulations is also something which the governments concerned welcome. The cards cut out the trade in notes which all authorities find extremely difficult to police.

In the past, the inter-

nationalism of so-called "travel and entertainment" cards such as American Express or Diners Club has been the cornerstone of their success. Not surprisingly, this has led to competition from such home-grown operations as Barclaycard and Access, especially through their European link-ups.

American Express is the best-known of the credit cards used by business travellers, although in fact it is not a credit card in the generally-accepted sense. American Express has no limit on the amount of credit allowed—unlike Barclaycard and Access—but it does insist on repayment within a certain set period and can get quite forceful if that time limit is ignored.

Superior

American Express has almost 900 subsidiary offices throughout the world where help to book hotel rooms and flights—on more than 200 airlines—can be obtained. Diners Club, which is perhaps less well-known world-wide than American Express, works on a similar principle to American Express.

Possession of one or more of these upper bracket cards

involves a somewhat superior form of credit checking by the card company than might normally apply in commercial transactions. Since the credit offer is unlimited, there is nothing to stop the holder dashing off round the world if he so chooses. Card companies therefore prefer nice solid citizens with executive jobs in secure companies.

It was the growth of business and personal travel that prompted the two main UK credit card operations—Barclaycard and Access—to improve their validity overseas.

Barclaycard, which just has the edge in the UK market in terms of numbers of cardholders, can be used to pay for fares, hotel and restaurant bills, car hire and so on, as well as for buying travellers' cheques and foreign currency. Moreover, a traveller who uses Barclaycard to pay for fares, either in full or part, receives free accident cover up to £15,000. This cover also extends to a cardholder's immediate dependants involved in the journey.

Through its membership of Visa International, Barclaycard holders have 3m retail and

service outlets—displaying the familiar blue, white and gold symbol—at their disposal in 130 countries.

In addition, the card can be used to draw cash advances of up to £500 a day subject only to the cardholder's personal credit limit (at 80,000 bank branches—worldwide which accept Visa cards).

Barclaycards also act as identification to cash personal cheques, drawn on a UK account, from any branch of the Barclays group.

Access, the credit card operation of the other major clearing bank apart from Barclays, has also linked up with the Mastercard and Eurocard credit cards to provide a worldwide service. There are therefore about 3m outlets worldwide at which a British Access card can be used.

Most of these outlets—more than 2m—are in the U.S. and the smallest number are in Egypt and Luxembourg with 100 outlets in each country.

Access does not at present offer cash advance facilities overseas but it is expected that this facility will be introduced at a later date.

The Trustee Savings Bank credit card is also part of the international Visa network.

The popularity and ease of use of credit cards for the international traveller has led, somewhat surprisingly, not to any diminishing of the importance of travellers' cheques but to a fierce battle between U.S. and European banks for a market that shows every sign of steady growth throughout the 1980s.

Banks have tended to look upon travellers' cheques as one of the least-exciting parts of their operations. But the worldwide boom in tourism—helped by cheap air fares—has meant that travellers' cheques have become one of the growth areas of banking.

For the customer taking money overseas, the certainty and peace of mind of guaranteed acceptability and refundability of travellers' cheques has made them a consistent choice.

The market value for travellers' cheques is estimated at about \$40m and some projections suggest that the market will grow by 15 per cent or more per year throughout the 1980s as the tourist boom continues.

But against the background of growth, the travellers'

cheque market remains highly fragmented, as might be expected with commercial banks everywhere seeking to meet their own customers' needs.

The market is dominated by American Express, which has just over half the market, according to industry estimates. Next come Bank of America and Citicorp, which have a further quarter of the market between them.

But the challenge to this U.S. banking dominance is coming from European banks which plan to use the Thomas Cook travellers' cheque scheme as the basis for a widely-accepted European-financed travellers' cheque system.

At the same time, Visa International has launched its own travellers' cheque operation and has successfully recruited Barclays Bank to issue Visa cheques.

Convinced

The battle for a share of the growing market, however, is likely to lead to only one real winner—the traveller—as the competing banks cut commission rates to attract new business. Yet the major banks involved in the fight for market share remain convinced that with the projected growth of the market in the 1980s, their investment will reap substantial financial dividends.

Apart from credit cards and travellers' cheques, the business traveller has several other options available for financing his travels.

Through the account holder's branch, a customer can arrange for banking facilities to be made available abroad, such as having a sum of money to draw on—in sterling or local currency—at a specific overseas branch or branches. There is also the advantage of having first-hand local assistance at an overseas branch should difficulties with money arise during a visit.

Letters of introduction can also be issued by British banks for presentation at branches of various other banks. These will provide the business traveller with local information and banking expertise, and possible introduction to local trade concerns. The traveller's account-holding branch can advise on which banks abroad will provide such assistance.

David Churchill

The Visa name is on these travellers cheques because thousands of millions in banking assets stand behind them.



Visa is the largest card system in the world with over 12,000 members in 110 countries. Now, Visa Travellers Cheques are being issued by financial institutions worldwide. These include Barclay's Bank International, Standard Chartered Bank, the First National Bank of Chicago, Banco Atlantico, the Sumitomo Bank, Ltd., and many others.

The combined financial strength of these issuers far surpasses that of any individual financial institution in the world—or any single travellers cheque issuer in the world—and this financial strength stands behind every Visa Travellers Cheque sold.

Thousands of other financial institutions are operating as sales locations and, as with the Visa card, a participating institution's name may be printed across the top of the cheque.

Visa Travellers Cheques are presently being sold in four major currencies: the U.S. Dollar, the Pound Sterling, the Japanese Yen, and the Spanish Peseta. Cheques in additional currencies are being developed to facilitate the travel needs of people throughout the world.

For years, banks and merchants have relied on the strength and integrity of the Visa name for proven worldwide financial services.

Visa Travellers Cheques

For travel and shopping, Visa is the most widely recognised name in the world.

For descriptive literature about Visa Travellers Cheques, contact Visa International, 99 Bishopsgate, London EC2M 5XD, England.

Varied routes for credit

ALTHOUGH CREDIT cards and travellers' cheques are more than adequate for meeting the personal needs of the travelling businessman, he also needs to have a wider grasp of the intricacies of financial transactions between countries in order that he can actually do some business.

What happens, for example, if the businessman abroad suddenly needs a substantial amount of cash to close a deal quickly?

In a case such as this he would be able to telephone or telex his bank through one of its own branches or through an associated bank abroad and ask for an immediate remittance of funds. They should be received within 24 hours by cable or telex.

Methods of payment for importing goods can also be arranged through the bank by a letter of credit or payment order where small amounts are involved.

In the case of importing there is an increasing likelihood that payment will have to be made in a foreign currency, which means the exchange risk must be taken into account. Protection can be obtained either through a forward exchange contract or, in the case of flow of trade, the bank can businessmen with a two-way open foreign currency account to match receipts and payments in the same currency.

The key point for the travelling businessman is to be aware of all the financial complexities of overseas trade before starting on his travels. A medium to large company will usually have a specific export department with staff trained in handling export finance, but the smaller company is best advised to seek the help of its local bank manager.

Helpful

Barclays, for example, provides an extensive range of facilities and helpful advice about the business side of business travel.

There are several facilities of use to the traveller in dealing with export finance.

For example, a customs bond can be provided which will enable him to import his samples on a temporary basis into various countries without payment of duty. The bank will either issue these documents or,

on the company's behalf, give a counter indemnity to a Chamber of Commerce which in turn can issue them.

In negotiations with potential buyers abroad, the business traveller can arrange payment in a number of ways. The goods can be paid for by a direct remittance of cash, or the bank can provide the collection of export documents. This is a service under which sums due to exporters as shown by invoices, shipping documents, bills of exchange, and so on can be collected from the importer and credited to the exporter's account.

Another method is the inward documentary letter of credit whereby his bank advises customers of the details of credits established in their favour by an overseas buyer.

Immediate

Alternatively, his bank can forward foreign exchange contracts. This facility means that purchase or sale of a foreign currency can be fixed immediately and so avoid the future uncertain exchange rate movements.

Banks can also provide contract guarantees or performance bonds. This is a written guarantee given abroad by a bank to support a bid or the agreed terms of a contract entered into by a customer.

Indemnities regarding export documents can also be obtained. This is an indemnity given by the bank to the paying bankers to enable immediate payments to be obtained under a documentary credit scheme in spite of any irregularities in documents presented.

Three other payment systems are:

- International money orders: pre-signed drafts for payments in sterling or U.S. dollars to overseas beneficiaries.

- Mail payment orders: airmail authority to an associated bank in an overseas country to pay a fixed sum to a named beneficiary in that country.

- Telegraphic transfers: cabled authority to an associated bank to pay a fixed sum to a named person.

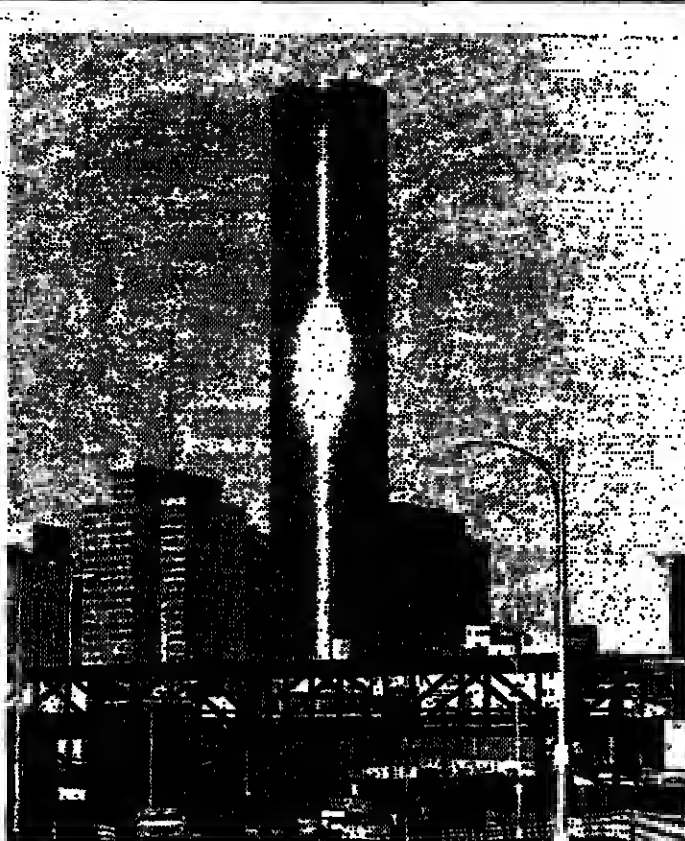
The businessman may decide later to expand his market as a result of successful export business. In this case he may decide to travel on a trade mission organised by a Chamber of Commerce or trade association.

David Churchill

BUSINESS TRAVEL V



Above: bar in the Pamodzi Hotel, Lusaka, Zambia, which is typical of Africa's modern business-oriented hotels. Right: the striking Peachtree Plaza Hotel in Atlanta, Georgia



Big hotel chains geared to the seasoned traveller

THE SEASONED business traveller knows precisely what he expects from a hotel. He wants to be able to register quickly and pay the bill without having to stand in line for half an hour after breakfast. He wants telephones that work, a desk large enough to spread himself and a system that makes sure he gets his messages. He wants a comfortable bed, air-conditioning, water that is hot, room service at odd times of the day and night and food that is better than average, if perhaps not outstanding.

In short he wants exactly what the world hotel industry has set out to give him. The large American companies that dominate the industry (Trusthouse Forte is the only non-U.S. hotel chain in the Service World International top ten) have made the provision of these facilities into as much of a science as they can.

Any experienced traveller knows of course, that there is still a long way to go and that, for all their clinical efficiency, modern hotels can sometimes be as frustrating as the old family-owned institutions they have replaced. But all the research shows that most business travellers gravitate towards the large chains and are happy with what they get; and the further they are from their home base, the more they rely on the large hotel groups.

According to Service World, whose annual rankings are accepted as among the most reliable in the business, the largest chain is Holiday Inn, which in 1978, the last year for which full figures are available, had 286,525 rooms in 1,718 hotels around the world.

Expanding

Trusthouse Forte ranks fourth on the list (77,051 rooms in 840 hotels) after Ramada Inns, which have also begun expanding overseas. TRF, of course, has also gone the other way and owns the large Travelodge chain in the U.S.

Intercontinental comes ninth, after a bevy of U.S. groups which are still largely North American in focus. Hilton International (the relation of Hilton Corporation which is fifth and operates only the domestic U.S. Hiltons) comes tenth.

These groups compete furiously. Between them have spent millions of dollars trying to get harassed businessmen in various countries to remember the telephone number of their worldwide reservation systems. These computerised systems are the first requirement for any modern chain. Owen utilising

spare capacity on airline systems (which have a head start in the international reservations business) they link all group hotels together.

Research shows that businessmen, or the corporate travel departments of their companies tend to select one chain and make a batch of reservations for a trip with the same chain at the same time. Thus the fight to "get called" in the first place is fierce.

In most parts of the world the large chains have taken advantage of the fact that their local competition is still fragmented. In West Germany and Italy, for example, there are no large domestic chains, although individual hotels have banded together to form limited reservations systems. In France, by contrast, the local competition from Novotel (23,000 rooms in 192 hotels), Meridien, Sofitel and others is very keen.

Network

Japan also has a highly developed hotel network although non-Japanese-speaking businessmen still tend to gravitate towards Western-owned hotels in the belief, sometimes mistaken, that they will be better understood on their "home" territory.

There are indeed a bewildering number of different international hotel chains and a number of specialised travel agents and companies now exist to do the choosing for you. These companies may be particularly useful for out-of-the-way places where there is no large-chain hotel or in the large number of countries where the market is still fragmented.

The hotel chains are meanwhile anxious to build up their "captive" business and most now offer a variety of corporate rates largely tied to a formula under which the more room night per year are used by a company the lower the rate.

In cities where it is particularly hard to get a hotel room (at the last count these included New York, Cairo, Aberdeen, Jeddah, Riyadh and sometimes London) the corporate discount can mean that chains fall to maximise their earnings. But they argue that this is more than outweighed by the fact that the discount attracts business to hotels in other less popular cities and pushes up their occupancy rates. Even in these less popular locations occupancy rates tend to be high during the week. But they can slump on Friday, Saturday and even Sunday nights. (And discounts can make all the difference in some parts of the "over-bottled" Middle East.)

Most travellers have their favourite hotel chain—more often than not because one of the clerks smiled in Brussels when it was raining rather than for the size of their bathrooms. And the problem of providing

good service along with low room rates is one that is now even more on the minds of the hotel chains than in the past.

Now that the obvious labour-saving measures have been taken—self-service bars in rooms, automatic shoe cleaning machines, buffets at breakfast—the industry is pinning some faith in the computer, or rather the alliance of the computer and the TV set, to cut labour costs still further.

Horwath and Horwath, the international hotel consultants, calculate in their latest report on the worldwide lodging industry that "payroll-related expenses" at 33 per cent, are by far the largest single item of expenditure in the average hotel.

In their report, *The Worldwide Lodging Industry 1979*, they note, for example, that food costs amounted to only 9.1 per cent and energy costs, even though they have risen sharply, accounted for only 3.9 per cent.

Many large hotels have now introduced computer-aided switchboards and computerised accounting systems. Some have experimented with transferring all guest accounting on to video terminals linked to small printers. This, in theory, should produce instant bills.

But these systems are still prone to "go down" and few hotel chains have the resources to instal a back-up main-frame computer. The industry has yet to recover totally from the recent experience of one Paris hotel whose system expired for half-an-hour at 8.30 am one weekday morning. Large numbers of exasperated guests were seen simply walking out, taking their unpaid accounts with them.

Until now it has also proved difficult to link all the disparate systems—the phone bill computer, for example, with the restaurant computer—into one central system. The micro-chip makes it easier but still expensive and the number of hotels using a fully automated guest control system is still very small.

Most analysts believe that by the end-of-the decade the computer will have come into its own. The TV set in the room will hold messages and be programmed to answer questions such as the location of the nearest theatre. Guests who pay by credit card will have their bills sent instantaneously to the central credit-card computer which, incidentally, will be able to vouch for their creditworthiness.

Sensors

Automatic stock-monitoring devices in the kitchen will re-order food, control portions and reduce waste. Sensors will turn out lights in empty rooms, turn down heat during the day, perhaps even draw the curtains and, who knows, turn down the sheets. Electronic keys, already introduced in several hotels, will cut down theft and mean that the central computer will always know whether a guest is there or not. The successful hotel chains will be those that somehow manage to keep all this technology in its place and remember that tired travellers, on edge after a long day, are more likely to be calmed by people than machines.

Some businessmen, of course, have become so irritated by the sameness of the large hotel chains that they always seek out the individually owned hotels which still have their own charm, are labour-intensive and have escaped the deadening uniformity that characterises many of the largest groups.

But these hotels are getting so expensive to run that they will never be able to carve a very large share of the market even if they continue to more than hold their own. Research does show that individually owned hotels can keep their market share even in the face of heavy competition from the chains provided they do not lower their standards in order

to compete with the big groups.

In the mass business travel market where the larger chains are operating, standards do vary. Some are quite clearly more upmarket than others.

Some have a better idea how to motivate their staff than others. Some rely on gimmicks—from bed-time mints to bizarre architecture—to keep their guests loyal.

But in the end all the large chains have much more in common than divides them. The vast increase in travel in the past

20 years has more or less dictated this, and more or less forced the business traveller to accept that there is no other, reasonably priced, way.

The "American way of hotels" is now the "world way" and the world seems to accept it. Even if, as when the window will not open and the air conditioning cannot be turned off, there are occasions when the memories of a different era will not quite lie down.

David Bell



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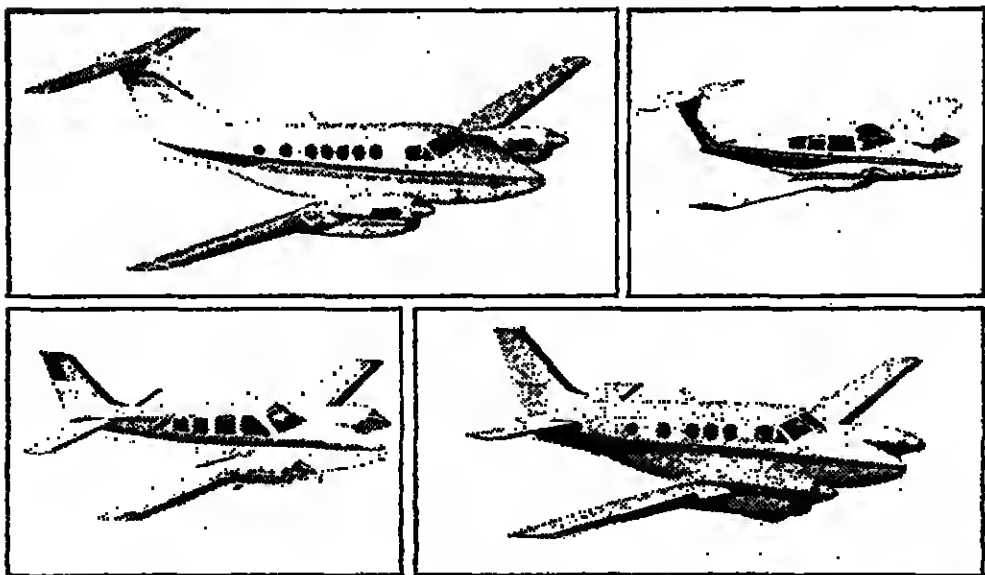
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BUSINESS TRAVEL VI

Car rental a buyer's market

CAR RENTAL is probably the most aggressive marketing area of business travel but recent years have seen a subtle change in the tone of the campaign.

Perhaps until the first oil crisis of 1973-74 there was very little price awareness among renters. The accent was entirely on service as far as the major companies were concerned. Hertz, Avis and regional rivals, such as Godfrey Davis in Britain, fought simply to show that they could provide better cars more quickly at more points than the others—and do it with a smile.

Today they are still making those claims, but at the same time there is an eagerness to show that they are also offering value for money. The discount rental companies—often disparagingly referred to as the "off-airport suppliers"—are now regarded as serious competitors.

Price is now a major factor in the rental game, and not only just the basic cost of renting the car. Rental companies are finding that their clients are interested in the mileage per gallon, a question way down the list in the good old days.

It is in the car rental business perhaps above all that the various companies are eager to buy loyalty. They do this basically by offering a variety of incentives for a pledge to put business their way. With competition so fierce it is very much a buyer's market.

The major incentive areas are price, the availability of cars and the speed of transactions. In the field of price there is a great deal of private negotiation and semi-official dealing. This is due largely to the fact that no rental company wants you to tell a business colleague that you are getting a bargain which is better than his.

Only a couple of weeks ago I rented a car from a major company, secured my business house discount and then innocently inquired if a second discount facility could be added as well. Back came the response: "Sorry sir, but no. If you could add up your discounts just think what an IBM executive would be getting."

My slow brain gradually came round to the unspoken question: "Then what are IBM executives getting as a discount now?" The other case for secrecy is that no rental company wants to tell travel agents that it is giving greater discounts to direct clients than to customers that come through them.

Discounts

To practice you should be able to secure a 10 per cent cut on British rental rates without much difficulty. If you have a very large account then you might be able to nudge a full 20 per cent out of a major, although few of them would be prepared to admit officially that such discounts are offered.

Availability gives the car rental companies a particularly difficult problem. In these days of high interest rates and high prices for cars, all of them want to keep their fleets fully occupied. The result is a nail-biting agony of decision over whether the fleet is too big for financial comfort or too small for demand. Every customer turned away because there is no car is one who could end up loyal to another rental group.

The rental company answer to this is to give priority to business clients. At busy times the rental companies will allow their treasured customers to queue jump over mere holidaymakers.

It sometimes pays, for example, to phone the car rental company first, even from a call box around the corner, and establish your business credentials before walking into the rental point. It then makes the clerk's task of giving you a car and not the rest of the crowd much easier—"Yes, Mr. Smith, your pre-booked car is ready Sir." Nudge, nudge, wink, wink.

Speed of rental is something with which all the companies long time. Avis Wizard's its way through check-in and check-out procedures and Hertz pushes its No. 1 club facilities with considerable determination. Hertz has recently installed a new computer system in Britain which is further speeding its service.

All the major companies offer the facility of their own credit card and account so that customers can simply collect the keys and rental documents from the counter without bothering to wait for detailed procedures to be completed.

As far as Britain is concerned it is going to be fascinating to see how the rental war heats up this year with the acquisition of Godfrey Davis' rental activities by Europcar. French-based Renault-owned, Europcar has grown spectacularly in recent years and caused a major disturbance in the British market by provoking a retail agency commission war.

Coincidence

The Godfrey Davis and Europcar approaches to marketing have been somewhat different and it is going to be interesting to see which course is to be taken in the future. Perhaps it is only a coincidence but some other companies, notably Guy Salmon, are now adopting an aggressive policy in the market place.

Any fond hopes that customers have that all this competition will actually bring

prices down in the near future ought to be dispelled immediately. The rental companies already argue that with cars the price they are today, and the secondhand market as sluggish as it is, the renters are getting away with a bargain.

If, however, yours is a company which is seeking an over greater bargain, and does not need city centre rental locations, an international computer system, and a network of offices at which cars can be dropped off, it is well worth examining the offerings of local rental organisations. The garage round the corner does not have the verities of the international giants and yet often gives a personal service.

No one in the car rental business thinks that 1980 is going to be a year of spectacular profits. Most seem to believe that the holiday market will be sluggish at best.

It is a time when all eyes will be on the business community and its reliable custom. And a time when that friendly salesman can be squeezed for every ounce of discount and service that he is prepared to offer.

Arthur Sandles

Ferries offering a useful alternative

FERRIES MAY not be the fastest way for the businessman to travel—although hovercraft and hydrofoil have narrowed the gap—but there are other reasons, including cost savings over air travel, why they ought to be taken seriously by the business traveller.

For the businessman laden down with bulky or heavy samples the car ferry may be the only way to avoid weight restrictions on flights. The business trip by car is simple, convenient and can make sense in terms of increased mobility and cost effectiveness.

The fastest journey time to Paris from London using the conventional car ferry totals about seven hours using the drive-on / drive-off Dover-Beaulieu or Calais services. This compares with under four hours by plane, but saves £20 or more on the return cost. Travelling by Seaguard hovercraft between Dover and Boulogne saves about half an hour in total travelling time but prices with a car are similar to current air fares: £80 return excluding petrol.

Time-consuming

Travelling by ferry with a car to other European ports is considerably more time-consuming than going by air. For example, Sealink's Harwich-Hook of Holland route takes about six hours by day and more than eight hours by night and total travelling time between London and Rotterdam is over 12 hours compared to three hours by air.

However, even with a car it will cost less than half the air price. Similar cost savings are made on Danish Seaways' Copenhagen route although total travelling time at almost 27 hours is about six times that by air.

One of the most convenient road-sea connections for the businessman going to the Continent is through the Suffolk port of Felixstowe to Zeebrugge in Belgium. Townsend Thoresen, the European Ferries subsidiary, launched the route in 1974 and now has six sailings a day dropping car passengers off within a few hours' drive of

five EEC capitals.

Although cost savings are unlikely to be the first consideration for the overseas traveller, further savings on cross-channel fares are available by taking advantage of special reduced fares offered by the major operators for short trips. Townsend Thoresen, for example, offers half-price fares on 50-hour trips and discounts of 20 per cent for visits of up to five days on the cross-channel ferries.

Both P and O and European Ferries offer concessionary fares to stockholders. For example, stockholders in P and O with £200 nominal deferred or £300 nominal preferred stock can obtain 50 per cent reductions on the company's Dover-Boulogne and Southampton-Le Havre routes.

European Ferries offers 50 per cent reductions on sailings from Felixstowe and Dover together with reductions on other routes to registered shareholders with 300 or more shares.

The cross-channel ferry companies have also discovered that long crossing times can be turned into a selling point for the business traveller. They stress the facilities on board and tailor some journeys to allow passengers a full night's sleep. Townsend Thoresen offers special on-board conference facilities and, in conjunction with Hogg Robinson Travel, provides car-ship-hotel packages to major international trade and fashion fairs. Prices for car, driver and two nights' accommodation for the Hanover Trade Fair this month started at £128.

Businessmen can also take advantage of the ferry companies' standard car, ship and hotel inclusive packages in many European cities.

For the business traveller who does not want to take his own car, hydrofoils are another alternative to the conventional ferry or hovercraft and a challenge to the time advantages of air travel. P & O Jet Ferries has set out deliberately to woo business passengers from the airlines and on to its hydrofoil service operating between 'Power Bridge' in the City and Ostend.

The Jetfoil offers 250 seats on up to three crossings a day with travelling time reduced to 3½ hours followed by a 105-minute train journey into Brussels. Although total travelling time to Brussels remains about two hours 40 minutes more than by air the service is cheaper, saving almost £20 on the return journey, and it does avoid the need for the City businessman to make his way to Heathrow.

Potential

Among the special package deals offered by P & O on the Jetfoil service are link-up services with Avis the car hire company offering full car hire facilities and a package hotel deal.

P & O has also been foremost in exploiting the potential of its other ferry routes for the businessman. Car ferry services on the company's Aberdeen to Shetland route have been increased in the wake of the North Sea oil bonanza, providing three departures a week throughout the year tailored to the needs of businessmen.

Journey times in both directions allow the business traveller to arrive following a night on board in time for early meetings, while the Shetland mini-cruise service has been adapted to allow businessmen

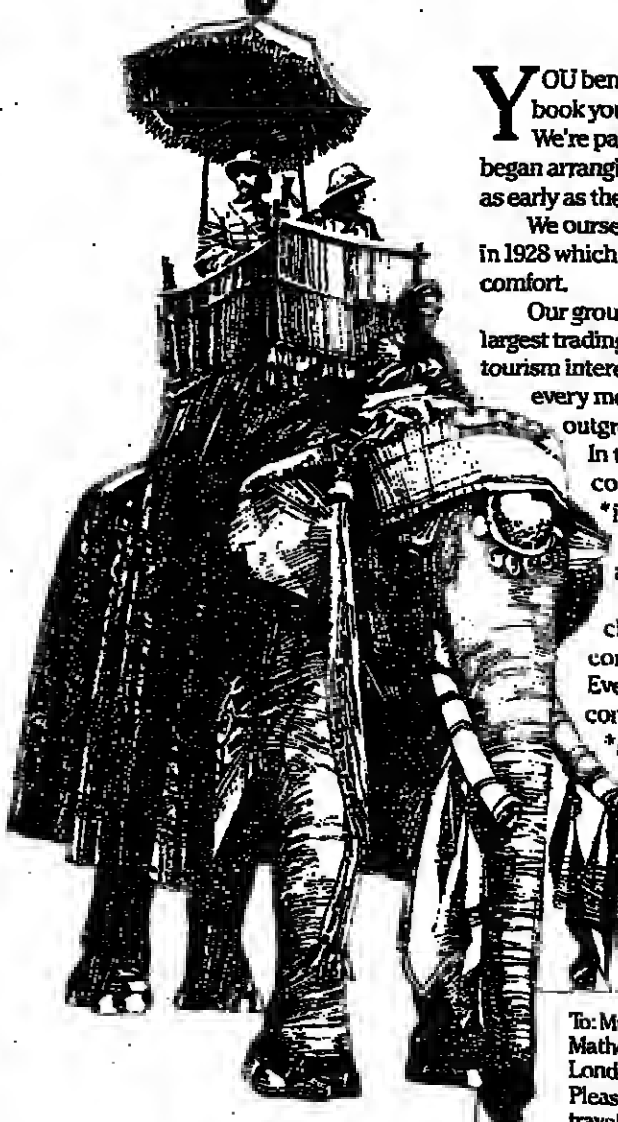
to use the cruise ship as a floating hotel.

On the company's Liverpool to Belfast service executive tickets have been introduced providing 24 first-class trips at a 15 per cent discount with a further 12.5 per cent discount for cars. The company is also about to introduce a new scheme for the Northern Ireland businessman providing first-class ship, rail travel and one night's London hotel accommodation for £76-£10 less than the return air fare.

Unless time is the only factor conventional car ferries, hovercraft and hydrofoils can provide a pleasant alternative to air travel, particularly if a business trip is combined with pleasure and the traveller takes advantage of the special package offers to save on costs.

Paul Taylor

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BUSINESS TRAVEL VII

Information services vital

THE HARASSED business traveller needs two kinds of information. First, he needs to know how to get to where he wants to go, where to stay and whether a baggage handlers' strike means that, in reality, he may get there two days late. Secondly, he needs to know what he will find when he gets there, the kind of information that will put him at ease while he tries to assess the market or complete a difficult contract.

Governments, tourist offices, banks, airlines, hotel chains—all offer information packages of one kind or another. It is worth collecting all of them, particularly if travelling to more out-of-the-way parts of the world.

But the information in the packages varies enormously. Government publications tend to be bland and to steer clear of controversial judgments. At the same time, the commercial officers in consulates or embassies are often extremely well informed and prepared to say in private what they will never commit to print.

Many banks offer detailed assessments of developments in overseas markets and local branches of banks from the country being visited can often be very helpful. Sometimes, tourist offices can also help, but they are most often geared to the needs of the holiday traveller and are of little help when it comes to business

conditions. With most of this official or semi-official information, however, there is the danger that it gets out of date quickly. This is part of the appeal of special surveys done by newspapers and magazines, all of which have a public circulation.

Most businessmen travelling to a new market, of course, research it thoroughly before they go and many have agents to help them when they arrive. But travel agents still find themselves asked for all kinds of information and indeed it is one of their abilities to provide it accurately and speedily that many of them are judged.

The development of computer-based international reservation systems by the airlines—and more recently the introduction of videotape systems—pose a threat to travel agents. Now airlines are in a position to offer a complete booking facility—flights, hotels, hire cars—at one go.

One source that is often extremely useful—but often ignored—is the local chamber of commerce. This is particularly so in the U.S., where each chamber will have on hand a mass of information about the town and the region.

Viewdata systems pose a threat that is even greater, at least potentially. In London, Qantas already offers an on-line facility for the Prestel user who has the terminal. In effect, check the flight

times and then fill in his own ticket electronically. He then enters his credit card number, presses another key and is entered in Qantas' own reservations computer.

At present the airline sends him the ticket by post. But before all that long Prestel sets will no doubt have little printers attached to them which will print the ticket out instantaneously.

Sophisticated

The travel agents have responded to this threat by setting up their own computer network. Known as Travicom, the British system links agents to the computers of 23 different airlines and it is linked into mini-computers that can print out tickets instantly. Other countries in Europe have similar systems although few are as sophisticated as Travicom.

Agents argue that their clients now have the same instant access to their airline computer as they would if they contacted the airline direct. In addition, they are able to get information on a much wider range of flights, hotels etc. because he agents are independent of any particular airline or hotel chain.

The airlines also use Travicom to advise agents of problems with flights, strikes, weather delays and other developments. Thus the exasperated businessmen may be

better off telephoning a large agent than hanging on the telephone waiting, seemingly for ever, for an airline to answer.

Many agents are also using Prestel to get information of this kind and the industry now has its own set of "frames" on the system to which only agents have access. This works on a basis similar to that used by companies which have bought a section of the system and use it, more or less, as their own information switching system.

The great advantage of video terminals in providing travel information is that they can be accessed by a host of users at the same time. British Rail is already offering all its inter-city times on the system, which is much easier to use than the telephone.

The travel industry itself still relies much more heavily on information contained in its reference books. These range from the ABC airline and rail guides through a number of hotel guides to the Agents Gazette, which has "unvarnished" information, particularly about holiday destinations in Europe.

Many of these "zibbles" are published monthly or in loose-leaf form so that they may be easily updated, but most industry analysts expect that it will not be long before much of the information that they

contain will also be transferred onto the Prestel computer or its equivalents elsewhere in the world.

However, the industry is alive to the danger that it may soon be pumping out too much information. Indeed, travel agents believe that their future is secure precisely because busy travellers will always want someone else to sort it all out for them and because there will always be a large number of people who want to find someone who was "actually there" before they make a reservation.

The most important consideration for any information service for the business traveller is whether or not it is up to date. Executives need to be sure that when they change plans at half-an-hour's notice they can rely on the information they are getting about flight availability, check-in times and the rest.

That is the most important test for the travel industry. The computer will undoubtedly help it to pass it in the next decade, but it will not, in the end, be a substitute for the experienced agent who knows his business or the airline reservations clerk who sounds interested as opposed to merely bored. Finally, as it has always done, the business comes down to them.

David Bell

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Problems met by insurance

THE WORLD is getting smaller each year as it becomes progressively easier and quicker to get from one part of the globe to another. The British businessman or woman can regard the world as his area of operation, and this now applies more than ever to the small businessman. For many executives, travelling abroad on business is a significant part of their responsibilities.

But there is more to travelling abroad than booking air flights and hotels and arranging meetings. It is necessary to stop and consider the consequences of something unforeseen happening to the executive while abroad. He may get sick, he may be involved in an accident, or lose his baggage.

Such events can cause problems and financial loss and they simply highlight the need for comprehensive business travel insurance while he is overseas.

The first event to consider is what happens should the business traveller fall ill or have an accident abroad. This could involve consulting a doctor, being sent to hospital for treatment or having an operation. All such treatment and drugs have to be paid for and medical expenses do not come cheap.

If this should happen in a country that does not have full reciprocity with Britain's National Health Service, then he has to pay up in cash, often before he can get treatment. A travel insurance policy would cover these costs.

Even in a country with full reciprocity with the NHS—the EEC and many other European countries—though in theory medical treatment is free, in practice it can mean paying the costs on the spot and getting reimbursed on returning to Britain.

If he is not seriously ill, then he can possibly carry on his work from a private room in a hospital. But if he cannot continue working then there are two consequences, one for him and his family, the other for his company.

The patient's wife, husband or other near relative almost certainly will want to visit, at least until the crisis has passed. This involves flying out to the country and staying in a nearby hotel. When the patient is well enough to travel, then it is preferable to return him to Britain to continue treatment under his own doctor and in his local hospital.

Supervision

A travel insurance policy should meet all these expenses and the company issuing the insurance should be able to arrange the repatriation. The leading travel insurance brokers J. Perry and Company operates its own system as the Perry International Rescue Service. There are other such repatriation services with which insurers have arrangements. These get individuals back to the U.K. under nursing supervision with as little pain and inconvenience as possible.

Should the traveller die, then insurance would cover the cost of flying relatives out and bringing the body back to the UK.

As far as the traveller's employer is concerned, he needs to have him replaced to continue the business trip and for the replacement to be sent out as quickly as possible. Insurance

covers the costs of flying out the replacement.

Similarly, if there is a crisis in the company itself while an executive is abroad, then under certain circumstances the insurance will cover the costs of his returning. This applies should it arise from the death of a close business associate or discovery of fraud by one or more employees of the company so that the immediate return of the executive is required. But the insurance will not cover his return if, while he is away, the company has received a take-over bid.

The next section in travel insurance provides personal accident cover. This takes the normal form of lump sum payments on death or disablement of the executive, plus weekly payments for up to two years while disabled. But it does not cover injuries incurred while mountaineering, winter sports or racing. At first sight such exclusions may seem pedantic for a business insurance policy. But some executive combine business with pleasure on overseas trips.

Cash payment

Then the insurance will cover loss of baggage and personal effects while abroad. The business traveller may well be carrying valuable samples or items of equipment for demonstration purposes and this section of the cover should be checked to ensure that it meets such contingencies. Usually a cash payment is made to enable the personal items lost, such as clothing, to be replaced immediately.

Insurance usually covers loss of money up to specified limits and provides for personal liability cover. The latest cover now provided is to meet the consequences of hijacking. Here the underwriter will cover reasonable expenses incurred as a result of hijack, defined as the aircraft being delayed or diverted from its scheduled route because of violence or intimidation.

Some insurance policies also give cover to reimburse expenses arising from aircraft delays because of industrial action. This is now a standard format for holiday insurance. But although the business travel plan from the Association of British Travel Agents also offers this, the J. Perry plan does not. At present demand does not seem to be there for such cover.

The standard business travel insurance does not cover motor-ing. The cover applies providing the businessman is travelling at least in an aircraft licensed by the local aviation authorities, then he needs to make additional insurance arrangements to cover the motor risks. If he hires a car after flying to the country, then the hire terms should include comprehensive insurance.

Business travel policies are normally issued for 12-month periods. The company usually specifies the names of the employees covered or alternatively, specifies the position within the company. J. Perry's scheme charges £60 per person for European travel only and £75 worldwide. But there are reductions varying from 10 per cent for two employees to 25 per cent for more than 100. The ABTA scheme gives higher cover but charges one premium of £132 worldwide, with group reductions.

Eric Short

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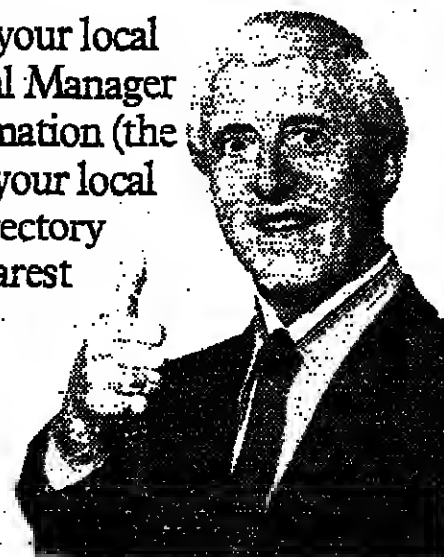
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This is the age of the train ➡

BUSINESS TRAVEL VIII

Conference events bring high level of spending

ANYONE WITH any doubts about the significance of conference and exhibition trade in the travel business, and indeed to local communities, really needs look no further than a recent survey by the British Tourist Authority and the London Convention Bureau.

The results of this survey indicated that the average amount spent by delegates to conferences in London was £307 for a stay of about 5½ days. Overseas delegates were heavier spenders than British ones and "rest of the world" visitors (non-local, non-American and non-European) spent an impressive £551 a time.

It is this level of spending, which is vastly higher than that of ordinary tourists, which has attracted so many people into the conference business. City after city has felt it worthwhile to invest in new conference-exhibition centres. Even London, while shying away from a new central London complex, is putting considerable amounts into Earls Court which has undertaken an impressive updating programme.

Enormously lucrative though they may be to the community as a whole, large conference and exhibition complexes are not noted for vast profitability in their own right. Most of the newer ones are state or municipal projects, and private enterprise has tended to content itself with more modest buildings. The Wembley Conference Centre in North London is at the top end of this size scale and seems to have been highly effective in attracting custom.

It is a sign of the needs of

tax-funded backers such as local authorities and nations to reduce their overall outgoings that the battle for exhibition and conference custom has recently become fiercer than ever. Only this week a team from the German city of Frankfurt swept into Britain armed with glossy literature and eagerly embarked on a 12-day tour to promote the attractions of the city.

Paris has been so active in the conference and exhibition market that it now claims to have overhauled London as the conference capital of the world. Promotion is fairly frenzied at the moment because many in the exhibition business are fearful of a downturn in business in the mid-1980s. Such is the long-term nature of planning in this field, particularly for the really big events, that decisions are being made now which will show only in three to five years' time. Centre owners are keen to see that these decisions are the right ones.

Joint projects

There have been considerable strides in cost-cutting (it never pays to talk of cost cutting these days) as far as both exhibitors and visitors are concerned. In the exhibition field there has been a noticeable increase in the number of joint-project exhibition participants.

Recently I visited the huge and remarkable exhibition centre in Berlin where both British and American stands at the event that was on were centrally sponsored by Government agencies and then sublet

on a co-operative basis to individual organisations.

The British Overseas Trade Board has a joint venture scheme which is extremely active in this field. Figures for 1978 show that the Board was involved in 318 trade fairs and actually helped 7,700 companies to show the flag in 71 countries.

As from this month the cost of taking part in a BOTB joint venture is being increased from £18 to £25 a square metre and a shell stand. The Board offers help with fares for stand personnel if the fair is outside Europe and also offers a 50 per cent discount on the basic rates for companies for their first two participations at a particular venture.

Trade Associations normally act as the clearing house for the board's activities and for those of other organisations in this field.

At the same time as there is this enthusiasm to get British sales teams into the field there is also a large amount of promotional work on the part of travel agencies and tour companies to ensure that companies are aware of the discounts which are available to conference and exhibition participants.

Although most air fares are constructed in such a way as to deter the business customer—a frequently used ploy is to insist that Saturday night must be spent in the destination city—excursion and tour fares are often ideal for the conference or exhibition market.

In such fields many participants and visitors can be specific about the dates of their

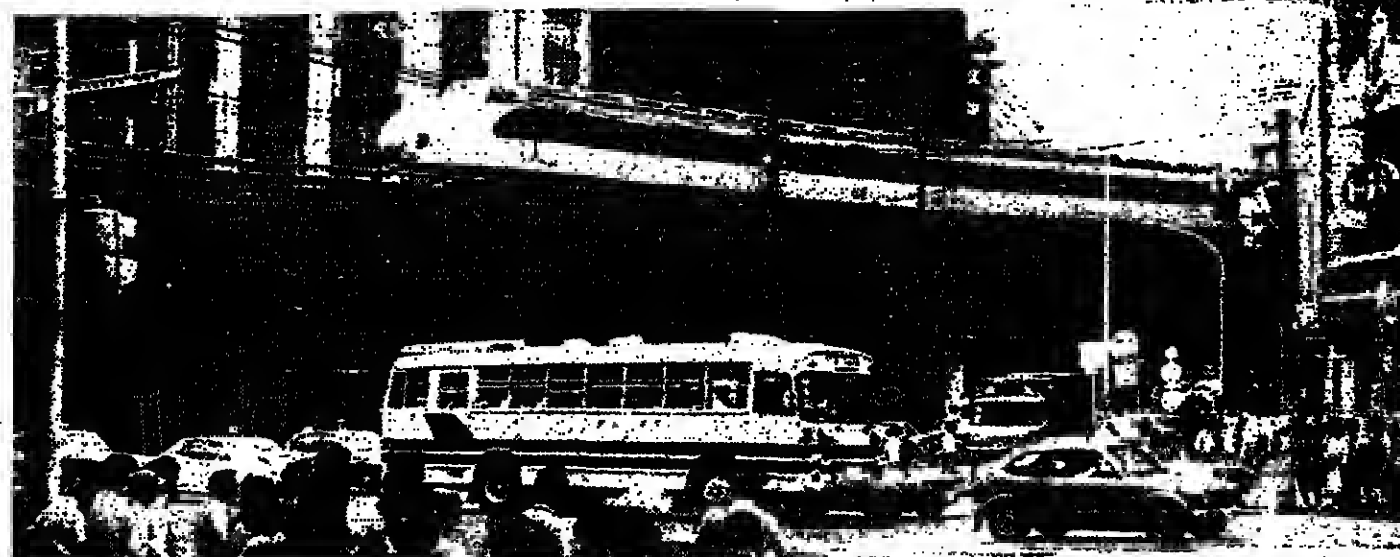
trip and the length of time involved. This enables a travel agent both to assemble groups and thus produce group discounts, and also to seek out the lowest possible fares for individual travellers. Anyone visiting an exhibition of any size for any length of time who does not investigate the benefits of this market is doing himself, and his company, a bad financial turn.

Although there is a degree of concern about the future of the exhibition and conference market, this is as much due to a problem of over-supply of facilities as to a diminution of demand. Such is the nature of international business, politics and such activities as medicine, scientific research and education that frequent international contact with colleagues in other nations is sufficiently important to guarantee that the market continues at a fairly strong level.

At the same time, the need for the seeking out of new markets when traditional ones may be on the wane is a considerable encouragement to companies to get out into the field and sell.

It is, however, yet another field in which the buyer of facilities has, for the moment, the negotiating edge. Perhaps the time will come again when the conference and exhibition centres of the world have customers hammering on their doors—some of the very largest centres with particular attractions are, of course, constantly in that fortunate state—but, for the time being, the man with the cheque book is king.

Arthur Sandles



Incentive travel holidays have many European destinations but increasingly are going further afield to areas such as the U.S. and Far East. Above: street scene in the Ginza district of Tokyo. Below right: beach at Las Palmas, Canary Islands

Incentive trips market shows steady growth

FOR SOME years the travel industry has been encouraging companies to consider a new way of rewarding employees whose performance may have been particularly good over a certain period. Incentive travel, as it has come to be called, is already big business in the U.S. where whole hotels in cities like Las Vegas or San Francisco may be taken over by parties of insurance agents and their wives on a weekend to celebrate the sale of record amounts of new business.

In Europe there has been a steady growth in the incentive travel market but it has yet to reach anything like the size that it has in North America. However, a growing number of European companies are following the example set in Europe by local subsidiaries of American organisations.

The precise size of the market is difficult to pin down, partly, because the tax status of incentive travel is unclear. Some companies, in order to economise taxes, organise their schemes in such a way that, technically, they are not rewards at all. It is thus difficult, if not misleading, to put any firm figure on the market.

The idea that extra effort should be met by extra reward is of course central to the operations of the sales departments of most companies. A variety of incentive schemes—offering cash bonuses, discounts on merchandise and other benefits—are already in operation, many of them managed for companies by special "motivational agencies" as the incentive houses now prefer to be called.

Most estimates suggest that travel incentives are at present only around 15-20 per cent of this business, but the companies that specialise in these schemes are now pushing travel fairly hard. Other companies, like International Conference Promotions in London, run seminars at which they show the advantages of incentive travel promotions and demonstrate the remarkable range of destinations available.

Sophisticated

It has become a highly sophisticated business down to the last detail. If, for example, a company sets up a scheme to reward its best salesmen with a trip to the Bahamas the incentive travel companies will make sure that each of the salesmen in the contest gets a postcard from the Bahamas saying something to the effect "Hope You Win. We're Looking Forward to Seeing You."

The most popular short-haul destination in this market is Spain, but longer-haul destinations—in particular the Caribbean, the U.S. and the Far East—are rapidly gaining in popularity.

These schemes can now be costed very precisely by companies who want to take part in them. They can set a proportion of the estimated gain in sales against the cost of the incentive offered. And in the case of holidays, of course, they can get bulk rates for the air fares, the hotels and all manner of other things. Thus while an employee is very happy to be going to a "prestige" destination like the Bahamas, it may not be costing his employer nearly as much as it would seem on the surface.

Motivational agencies spend a lot of time, getting companies



first to accept the idea at all, then to be sure to get their costs right and then to show how well the schemes work. They emphasise that because the reward comes at the end of a period the company is not having to finance the trips out of revenue which has yet to be earned. And the number of prizes can always be adjusted upwards if sales shoot ahead.

Experts in the incentive travel business insist that as the value of money falls so the appeal of rewards in kind increases. And they say that there may be other hidden benefits in sending a batch of employees together on holiday. Among these are the fact that, usually, such holidays increase the loyalty of employees to their companies. This can mean that they put in greater effort on their return than they would otherwise have done.

Corporate reaction to all this in Europe varies considerably. The organiser of one seminar in Belgium, for example, noted that the subsidiaries of U.S. companies based there needed little persuading of the merits of the idea. But a number of Belgian companies, including one of the largest brewers in the country, took a long time to grasp the appeal of incentives in any form.

The range of incentives is of course limitless. In recent months a party from Johnson and Johnson has been to Hong Kong, a group from NCR to Yugoslavia and another group from Rolled to Greece. Abbey Life has recently organised a trip for 640 (husbands and wives) to Freeport in the Bahamas while another company, more modestly, offers weekends in Bournemouth.

Incentive specialists say that the issue of whether such trips are taxable can really only be decided on its merits. International companies may be able to structure the trips so that they are paid for entirely by

David Bell

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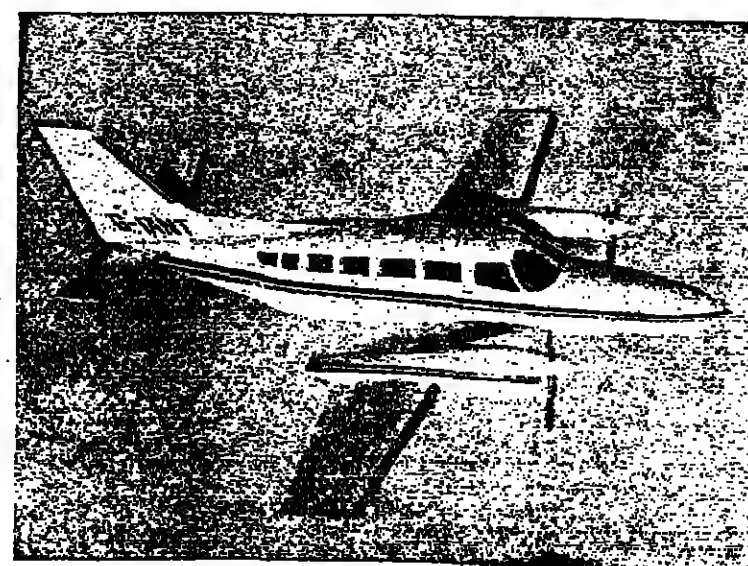
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The flight from Castro

By HUGH O'SHAUGHNESSY, Latin America Correspondent

PRESIDENT Fidel Castro must thrive on a diet of disaster.

Cuba is faced with an enormously powerful opponent, the U.S., just over its northern horizon, its economy is rocky, and depends for its survival on large subsidies from friendly countries, notably the Soviet Union. It has virtually no oil, there is governmental incompetence, domestic unrest and no one, friend or foe, expects things to improve over the next few years.

Against this set of misfortune, the President-Commander-in-Chief Fidel Castro, as he is officially known on the island—is hurling defiance much as if every new setback made him more determined than before to impose his own order of priorities on a crumbling world.

On the one hand he is chasing his domestic opponents over to Florida in small boats with all the obsequy that the master unearner of the effect of the departure of thousands of skilled people will have on his country. On the other he is making an effort to provide men and finance to aid the newly emerged revolution in Grenada, despite the fact that Cuba itself is in need of skills and money. He is doing something similar in Nicaragua.

In Africa he is maintaining a big military and civilian force, making light of Mr. Ronald Reagan's calls for military intervention in Cuba. While sticking close to his own original interpretation of Marxism-Leninism, he is still seeking foreign investors, come and make money developing Cuba's natural resources. President Castro has many faults of character, but his sense of mission is not one of them.

The present departure of what may turn out to be hundreds of thousands of refugees from a country of 10m

people is best seen as the result of a decision by an irritated Castro to teach a lesson to what he considered interfering and querulous Latin American diplomats.

He clearly looks on the refugees as men and women not cast in his own heroic mould and therefore not worthy to share with him the task of building a Communist millennium.

The extent of the Cuban President's vaunting ambition is seen in true context if one takes account of the very parlous state of the Cuban economy. The bulk of Cuba's foreign earnings today, as for generations, comes from the export of sugar, whose price is among the most volatile on the international markets. As a result Cuba is at the mercy of foreign buyers, despite the fact that it disputes with Brazil the title of the world's biggest exporter.

Good weather conditions and good husbandry can, as last year, lead to a bumper crop of nearly 8m tonnes, yet unrelenting drought can nullify the production boom.

Cuba's economic anchor, in fact is not its own sugar crops but the Soviet Union. Cuba's exports in 1978 were put at \$4.3bn. According to U.S. government sources the Soviet subsidies to the economy in that year amounted to almost \$3bn.

This was principally accounted for by the Soviet practice of selling Cuba oil at concessionary rates while buying sugar, nickel and other Cuban exports at higher than world prices. The Soviet Union and Cuba's other fellow members of Comecon, according to Washington, took 62 per cent of its exports in 1978, and 77 per cent of its imports came from Comecon. If U.S. computations are to be believed the Soviet Union is today supplying subsidies equivalent to about 20 per cent of Cuba's annual Gross National Product.

But as both President Castro and his second in command and defence chief General Raul Castro, have freely admitted in recent months, the large and continuing injection of Soviet funds has not prevented major economic upset. Sugar, it seems, is still bringing only about the same amount of money it costs to produce. In 1979 disease ravaged the cane and against a target for the 1978-80 crop of 8.5m tonnes, Cuba may produce only around 7m tonnes. Last month Sr. Amadeo Blanca, a senior Cuban foreign trade official, forecast that disease would not be eradicated until

rupee, with its consequence of starving people and hundreds of thousands of unemployed.

And, the President's brother added, many Cubans were not rising to the challenge of the situation. He complained of "indiscipline, lack of control, irresponsibility, complacency, negligence" and personal favouritism among officials which generated justified and widespread unrest. In a similarly frank interview with the Paris daily Le Monde last month, Sr. Carlos Rafael Rodriguez, one of the vice-presidents, admitted that many Cubans were tired of making an effort.

"Certain people may have thought that the sacrifices demanded by the construction of socialism are excessive," he said.

One of the principal tasks of the Government over the past decade has been to locate and minimise this discontent by installing as many political lightning conductors as possible.

In 1980 after the failure of an enormous effort to produce 10m tonnes of sugar the Cuban leader made a public confession of his mistake in decreeing it. In the early part of the 1970s there was a slow and cautious move to bring to birth a limited representational system such as has been instituted in the countries of Eastern Europe. Local provincial and finally national assemblies of "popular power" were the result.

These bodies never put into question the Marxist-Leninist system, or questioned the executive decisions of the leadership. Cubans were not told about Cuban military involvement in Angola until several months

We don't want quitters in our country.
Fidel Castro.

new resistant canes could be substituted for the present plants, and that this would take four years.

Disease has hit the tobacco crop so hard that many cigar factories in Havana have been brought to a standstill. Though cigar exports bring in only a comparatively small amount of money, their sale around the world has always been a source of pride for Cuba and a proof that in one manufacturing activity, at least, its technicians were paramount. There will be few Havaneses on the market this year.

These disasters have left their mark on Cuban society. At the end of November last year General Raul Castro confessed that without Soviet help the island would be undergoing "economic disaster and bank-



A Cuban refugee kisses the ground on arriving by shrimp boat at Key West in Florida

would allow the Russians to pull back from Kabul, or at least to slim down their forces. In this he has benefited from the subtle attempts of the Austrian Chancellor, Dr. Bruno Kreisky, from Vienna to get a solution to the Afghan affair. Once again President Castro has sought triumph out of danger and defeat.

Early on this year it was clear that none of that activity was going to put an end to the unhappiness of many Cubans with their way of life. This was confirmed when what one suspects was an impetuous, not to say petulant move to take the police guard off the Peruvian embassy—and announce the fact in the Communist Party daily Granma—caused 10,000 Cubans to invade the embassy and quit the island

with no more than the clothes on their backs. Making a virtue of necessity and seeking to cast dishonour on those who had rebuffed his rule, Castro last month said anyone could leave who wanted to leave. "We don't want quitters in our country," Castro said, adding, "Socialism is voluntary."

The Cuban Government knows well that the majority of the refugees who are going through the small north-coast port of Mariel are not miscreants and malefactors. But it seems clear that the Havana authorities are diluting the tide of economic and political refugees with a sprinkling of criminals and other undesirables. Havana would reason that if the U.S. taxpayer had to pay for prisons for a few misfits, dope addicts

and the like it would be only a small recompense for the damage caused by years of U.S. economic blockade.

In the wider context of the Caribbean it must be said that for decades a similar exodus has taken place from Duvalier's Haiti. Little attention was devoted to it in the western media. Haiti was, quickly, considered as part of the free world.

Havana cannot expect its opponents to be as silent about the exodus from Cuba. As the exodus from Mariel continues President Castro sees his reservoir of potential domestic embarrassment drain away. From his point of view that is all to the good. But one is left with the feeling that he has not quite realised the damage to the image of his society and the Cuban economy.

Letters to the Editor

Heavier loads

From Mr. P. Mortimer.

Sir,—Department of Trade submissions to the Armitage enquiry on heavy goods vehicles weight limits gives cause for concern on a number of points, not least of which is the overt support being given to the case for increased weight limits supported by the haulage industry at the direct expense of rail carrying. The evidence from the DOT would appear to centre on expected operator cost savings and reduced road damage, both of which could and should be called into question.

A heavier vehicle, even with present day equivalent axle load limits must be more expensive to operate with additional tyres, brakes and running gear to maintain. I can hardly believe, whatever the Road Research Laboratory report that heavier vehicles will cause less damage to road surfaces especially if one looks at the miles of "tram lines" corresponding to HGV wheel spacing on trunk road and M-ways and the widespread M-way repair programme throughout the UK.

Perhaps even more worrying is the implicit assumption that some basic rail traffic could become road competitive if higher vehicle limits are accepted. In a period of concern over fuel/energy use the expectation that larger trucks should be accepted for bulk movements capable of being handled efficiently and economically by rail gives cause for concern on the future direction of transport policy in the UK. Can the DOT be seen any longer as an impartial body or is it a hidden cell of the road lobby?

On accidents the DOT indicates that the number of incidents involving high weight limit vehicles might (might!) be expected to decrease. One cannot but be sceptical of such assertions given the DOT's own reservations on higher centres of gravity affecting vehicle stability. Present vehicles have displayed some extraordinary characteristics, including a notable tendency to roll over at low speeds at roundabouts. Could one claim additional safety as a benefit if a heavier vehicle was to roll or lose control in a crowded town or city centre?

The overt model bias displayed by the DOT on this issue and its implied support or indifference to the prospect of the erosion of rail freight lifelines is profoundly disquieting. One wonders will the DOT change its views when liquid hydrocarbon fuel is physically scarce and prohibitively expensive?

P. N. Mortimer, 12 Seymour Road, Upper Shirley, Southampton.

Paying the rates

From Mr. B. Engert.

Sir,—In their article (May 3) on the local authority elections Robin Pauley and Ray Pennington state "Nevertheless, the results are a blow to Mr. Michael Heseltine, Environment Secretary, because his theories that ratepayers will rebel against high rating Labour authorities and support low rating Tory author-

ties have been demolished."—In fact, nothing of the sort took place. In a large proportion of those areas and in all too many others the ratepayers are a minority of local voters, many of whom are egged on by the Labour Party who demand more and more for those that turn up to vote and of course succeed under the iniquitous system of local rating by imposing their will on a minority who really pay.

In the area of the East End of London where I work the rates are overwhelmingly paid by trade and commerce who have no vote at all and therefore no say in how much is raised, from whom, and how it should be spent. Much local authority expenditure in Labour areas is blatant political bribery, e.g. those authorities such as Lambeth who have made no increase for three years in council house rents, safe in the knowledge that this will be paid for by those who enjoy no such benefits and which are in any event, totally unjustified in the cause of lessening the road surface especially if one looks at the miles of "tram lines" corresponding to HGV wheel spacing on trunk road and M-ways and the widespread M-way repair programme throughout the UK.

I very much hope that Michael Heseltine will see that spendthrift Labour local authorities are not able legally to put their hands in their political opponents' pockets and at the same time claim justification for what they are doing by their spendthrift actions.

B. Engert, Robinsonwood, Budd's Lane, Wittersham, Kent.

Housing policy

From Mr. H. Darling

Sir,—Your column has carried a debate recently on three aspects of housing policy and interest rates, mortgage and long-term rented property provided by the private sector, and housing as an investment in comparison with the stock market. These three areas are connected and a sound housing policy must relate the three in a coherent manner. I should like to propose a new housing policy which would do this effectively.

As with all complex political policy issues, there are conflicting objectives. I suggest that the three main objectives in these areas are:—to increase home ownership and to help first time buyers in particular; to reverse the steady and nearly fatal decline of the private rented sector; and to encourage private capital to flow more into productive enterprise rather than into housing for owner occupation.

Taking the private rented sector first, it is not possible for a landlord to achieve a commercial return on the vacant non-occupied value of a house because average families could not afford the rents this would require. No amount of tinkering with the fair rent regulations will correct this fundamental imbalance. House prices have to be brought down to real terms, so that landlords can achieve a commercial return with rents that are realistic for tenants. This can only be done by redressing the balance of tax and interest rate incentives between tenants and

owner occupiers. Tenants must be given full tax relief on rents. Owner occupiers will have in suffer commercial interest rates, no tax deduction for mortgage interest and a new annual tax on owner occupation. A regime of this sort, painful as it would be initially, would certainly revive the private rented sector.

It has been argued that this regime (higher interest rates in particular) would create an additional burden for first time buyers. This is not so. House interest rates so that first time prices adjust to the level of buyers can afford to purchase houses with mortgages that absorb a reasonable proportion of their earnings. Building society managers ensure that size of mortgages to buyers' this happens by tailoring the earnings. The regime I propose would, after a period of adjustment, produce lower house prices in real terms. First time buyers would gain from this because they would have to raise smaller deposits.

The third policy question concerns housing as an investment versus quoted and unquoted securities. The tax and interest rate incentives for owner occupiers have created a very damaging distortion here, by making house a far better investment than the shares of productive enterprises. Large sums of personal capital have been taken off the stock exchange in recent years and directed into housing. A less obvious but more serious consequence is the amount of private capital that might have been put into forming new companies, but has gone into houses instead. A regime for owner-occupiers of commercial interest rates, no tax deductibility of interest and a new tax on owner occupation would help redress the balance, considerably. Houses for owner occupation have the further benefit of relief from capital gains tax. The removal of this relief is not practical because it would have a serious adverse effect on job mobility. The only way to remove the capital gains tax advantage of investing in houses is to take it off from investments in quoted and unquoted shares.

I believe that this regime would be of benefit to first time buyers, to the private rented sector and to the productive sector of the economy. The losers would be existing owner occupier (myself included) who would cease to make the excessive capital gains of recent years. That seems to be a very fair resolution of the conflicting objectives in these three areas of housing policy.

H. N. Darling, 80, Waldemar Avenue, SW6.

Purchasing policy

From the President, Institute of Purchasing and Supply

Sir,—A number of features of the long term public purchasing plan (May 1) to improve the competitiveness of British industry are complementary to the findings of the recent analysis by the science policy research unit (SPRU) at the University of Sussex. The latter (reviewed on April 23) clearly blames the shortsighted policies of many British firms in failing

to respond to the need for innovation. The evidence of this is apparent, for instance, when comparing inventories of home produced capital equipment with those of corresponding foreign competitors.

The potential speeding power of the public sector is enormous and should, indeed, be better co-ordinated to achieve improved industrial performance, but this will also require many sacrifices and compromises among purchasing organisations in this country, including a readiness to accept more international standards and to operate in the future new designs of plant and equipment in conjunction with that on which they have standardised and capitalised in the past. For production management it will mean adopting the "Michael Edwards" philosophy in securing the necessary commitment to produce good products on time and at a fair price.

As between producers and customers it is also important to reach decisions quickly, avoiding the risk of impairing industrial performance in foreign markets because of bureaucratic delays at home.

The plan should receive widespread support but it will not be able to transform the competitiveness of home industry overnight. It will require a carefully orchestrated exercise in co-operation, compromise and commitment.

J. R. Gammon, South Western Electricity Board, Electricity House, Colston Avenue, Bristol.

Flinging money around

From Mr. J. Hobbs.

Sir,—There are two things which are absolutely certain: inflation is caused by Government spending each week more than the revenues gathered in the previous week; and unemployment is the result of unions abusing their power by exacting payment for their members' work which prices them out of the world labour market.

It is up to the Government to deal with the first and for unions to moderate their demands until all their members have employment if they want it.

John H. Hobbs, 26, Boulevard des Moulins, MC Monte-Carlo.

Low standard of living

From Mr. C. Dillaway

Sir,—The unexplained phenomenon of the Great British Unbanked (May 3) is almost certainly explained by our relatively low standard of living. Italy and Spain are similarly unbanked. It is certainly strong circumstantial evidence. While a sizeable proportion of the population have to spend just about all the week's money to live for a week neither they nor the banks are interested in current accounts.

weekly cash paid employees have bank accounts. The matter of extended lying time between work done and payment made, as well as the 42 hours required to pass a credit through the banking system, are ignored by the banks as they have no potential for profit improvement. So employees have to use bank accounts as it suits them. The situation is static in near-equilibrium.

Perhaps in this decade we will raise our standard of living through the banking-barrier as other European countries have before us. The change might take place more quickly if we had voices raised advocating and supporting a higher standard of living.

C. C. Dillaway, Highercroft, Gunhouse Lane, Bournebridge, Stroud, Glos.

Doxford engines

From Mr. M. Wilson

Sir,—Your correspondent William Hall writes (April 26) on events leading up to the proposed "close" Doxford Engines, Britain's only company designing and building large engines of all-British design.

Mr. Hall, however, is incorrect in stating that Mr. Robert Atkinson left Doxford because of his board's decision to build the larger "J" type engines. In fact the "J" type engine was not designed when he left to head the engineering division of Tube Investments. During his time at Doxford he gave impetus to the "P" engine and breathing spirit until an improved version could be introduced.

Your correspondent also states that Doxford made "a fundamental design blunder" in the early 1960s in pinning its faith solely to the opposed-piston engine. A little over two years ago, however, there was such confidence in Doxford that the company had 22 large engines on order, more than all other engine works in British Shipbuilders put together. To class the Doxford engine as a "design blunder" does a British company as Bank Line which has standardised its fleet on Doxford engines and which has taken 63 Doxford engines since 1967 for its ships. Bank Line's recent class of fast cargo liners are all propelled by the latest Doxford engines. Ellerman Lines, Furness Withy, Readson Smith and others are all competent companies well capable of avoiding "design blunders" yet they and many others in Greece, Yugoslavia and elsewhere have specified and operate Doxford engines.

You publish that because of their sheer size, Doxford engines were not suitable for many ships "such as ferries." But ferries form a very small proportion of world shipbuilding at any time and the present Doxford engines—for powers of 8,000 to 30,000 hp—are capable of propelling about 80 per cent of other ship types ordered including container ships of less than 1,600 gross tons. In fact, the latter ships have 5,000-hp Doxford engines with only three cylinders. W. Wilson, Bridge House, 181 Queen Victoria Street, EC4.

To-day's Events

UK: Building pay talks, London.
Mr. David Howell, Secretary for Energy, addresses conference at Wilton Park, Sussex, on politics and economics of energy, natural resources.
National Federation of Sub-postmasters conference opens, Torquay Town Hall (until May 14).
Institute of Professional Civil Servants annual conference opens, Eastbourne (until May 15).
Civil and Public Services Association annual conference opens, Southport (until May 16).

National Union of Seamen's biennial meeting opens, Hull City Hall (until May 17).
Overseas: European Central Bankers meet in Basle for two-day monthly meeting.
Parliamentarians from 29 nations on both sides of the Iron Curtain meet in Brussels to discuss compliance with the 1975 Helsinki agreement on security and co-operation in Europe.
PARLIAMENTARY BUSINESS.
House of Commons: Private Members' motions until 7 pm. Second reading of the Iran (Temporary Powers) Bill.
House of Lords: Industry Bill, report stage. Motions to approve Southern Rhodesia (Sanctions) Order 1980 and Zimbabwe (Independence and Membership of the Commonwealth) (Consequential Provisions) Order 1980.
OFFICIAL STATISTICS
Central Government transactions (including borrowing requirement) (April).
COMPANY MEETINGS
See Week's Financial Diary on Page 33.

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Offer for sale values Peerless at nearly £13m

THE PROSPECTUS is published today for the offer for sale by merchant bankers Singer and Friedlander of a quarter of the equity in Peerless, a Birmingham-based diversified consumer products group.

The offer is 3,181,500 ordinary 25p shares, at 100p each, valuing the whole company at £12.92m.

Peerless was founded in 1920 as a manufacturer of hot brass stampings and machined parts for the building industry. The current chairman and two joint managing directors are sons of the founders, Mr. W. P. Jones and Mr. W. D. Jordan. Since the company's inception shareholdings have been dispersed throughout the two families. At present there are some 40 family shareholders with another 10 executive employees holding stakes.

The fairly wide spread of ownership is one of the main reasons for the company coming to the market. Members of the family wanted their investment to be in a marketable security, though no single investor is selling out altogether. On average the disposal is around 25 per cent of each holding for some individuals the figure is up around 35 per cent. After the issue, none of those disposing of shares in the offer will be able to sell any of their remaining holdings during the next three years without permission of Singer and Friedlander.

After the issue the directors end their families will own 12 per cent of the capital. Mr. Alan G. Jones, joint managing director, estimates that after taking in the immediate family and trusts that figure would rise to nearly 40 per cent.

During the last ten years the company has diversified substantially and activities now include the manufacture of

plastic products, time controls for central heating, electronic taxi meters, water fittings, kitchen furniture and hot brass and aluminium fittings.

The breakdown of profits in the last nine months of the current year to March 31, 1980 shows that plastics made a contribution of 30 per cent, electro-mechanical and electronics 18.5 per cent, water fitting and kitchen furniture 21 per cent and metals 38.5 per cent.

The company's record shows that turnover has expanded from £11.5m in the year to March 1975 to £26.94m in 1978-79. Over the same period profits before tax have increased without interruption from £992,000 to £3,277,000. In 1978-79 there was a substantial increase in profits of £1.37m helped by a big advance from the electromechanical/electronics

The nine month profit to December is £2.97m on sales of £22.2m and the directors are indicating that the full year to late March produced profits of not less than £3.8m on sales of £33.3m. This profit is before the share of trading losses of Newpeer (which has now ceased to trade) of £23,000, extraordinary costs of closing Newpeer amounting to £195,000 and a provision of £81,000 against goodwill.

An interim dividend has already been paid to shareholders, but no further dividend will be declared in respect of 1979-80. In the absence of unforeseen circumstances, the directors say they will recommend a total for the current year of not less than 6.5p per share.

On the basis of these figures Peerless is coming to the market with a yield of 9 per cent covered 2.2 times on a full tax charge. The p/e is 7 or just under 5 on the expected tax bill. There are no CCA figures but the directors state that the pro-

posed dividend would still be covered.

Turning to the future the directors say that prospects for all divisions, with the exception of brass components, are encouraging in the short term. But the group's activities have relatively short order books and it is impossible to forecast for the current year.

The balance sheet on December 31, 1979, shows net tangible assets of £13.5m, worth 105p per share. Borrowings then totalled £4.8m. On April 18 the company's debt had fallen to £3.88m.

The application day for the issue is Thursday and dealings are expected to start on May 20. Brokers to the issue are Hoare Govett and Murray and Co. in Birmingham.

comment

Peerless has a fine earnings record. Over the past 15 years profits have slipped only once—and that was due to three-day working during the miners' strike in 1974. Because of the short order book it is difficult for the directors to stick their necks out in the current year but their optimism would seem to be justified given that only the hot brass activities, which probably contribute less than a fifth of group profits, are showing any weakness. The main spur to growth should come from mths kitchen furniture and water fittings operations on the back of buoyant D-I-Y sales.

There should also be useful gains from central heating clocks, structural foam moulding and packaging. There is no comparable company against which Peerless can be measured but the amalgam of activities suggest that the historical fully-taxed p/e of 7.1 and prospective yield of at least nine per cent is about right.

Home Farm placing 26%

A £660,000 placing has been arranged by stockbrokers Capel-Cure Myers to bring Home Farm Products, a Sheffield-based pork and bacon producer, to the market.

The placing is 1.2m ordinary 10p shares at 55p each which are being sold by the controlling families and represents 28 per cent of the equity.

The placing price put an overall value on the company of £21m and indicates a 7½ per cent yield and a fully-taxed p/e of 7.5.

Home Farm's principal activity is the slaughtering of pigs and processing them into cuts of pork or sides of bacon. The company also produces sausages, bacon rashers and pork-based foodstuffs.

There are also four butchers shops and one freezer food centre.

The company operates two slaughterhouses, one at Todwick, Yorkshire, and another at Gainsborough, Lincolnshire. The Todwick unit has a weekly capacity of 2,000. Gainsborough, which was acquired in April 1978, has a capacity of 900. Some £300,000 is currently being spent on trebling capacity there to 3,000. Government grants for 25 per cent of the cost have been applied for, and cash flow should cover the rest of the expenditure.

Sales have grown from £2.78m in the year to May 31, 1975 to £7.6m in 1978-79. Pre-tax profits over the same period have increased from £103,000 to £390,000. There was one setback in 1977-78 when profits slipped from £278,000 to £250,000.

In the first half of the current year Home Farm achieved profits of £394,000 on sales of £5.15m and the directors are forecasting profits for the full year ending this month of not less than £700,000.

On this basis they are proposing a dividend of 1.75p per share. If the company had been quoted for a full year the dividend would be 2.5p per share and the fully taxed cover 2.52 times.

The pro-forma balance sheet dated December 31, 1979 shows net borrowings of £157,000. However at April the company had no debt and the company usually has a net interest credit for the year — it was £10,000 in the first half. Net assets were £1.17m.

Dealings start on Thursday.

comment

The owners of Home Farm have picked their time well to realise part of their investment. Demand for pork is expanding thanks to its relatively cheap price against other red meats—illustrated by the divisional breakdown showing an increasing importance of pork to profits. Margins are rising and in the current year they will probably be over 11 points higher than in 1978-79.

Home Farm is about to close its books on its best year ever by far and the trading outlook for the next 12 months is very encouraging. There will also be the benefits of the increased capacity at Gainsborough and the first 12 months of the bacon vacuum packing plant at Work-sop. The one cloud that could darken the horizon is imports.

But in fairness Home Farm weathered those difficulties of 1977-78 well and the strength of sterling and Green Pound revaluations mean imports are no threat at present. When dealings get under way the shares could attract a small premium. Further on however, sentiment could be tarnished by the two executives' control of the Todwick slaughterhouse—representing perhaps a third of the book value of the company.

BIDS AND DEALS

Close vote expected in Assam Trading purchase

In what is expected to be a close vote the fate of Assam Trading (Holding's) controversial property proposals will be decided by shareholders tomorrow when the adjourned extraordinary general meeting resumes.

The proposals, which are being fiercely opposed by some minority shareholders, involve the injection of Learmonth Property and County Property, both owning properties in Scotland and the North of England, in exchange for shares and cash.

Learmonth represents the private property interests of Mr. John Guthrie and Mr. John Malcolm Guthrie, both directors of ATH, while County is controlled by Mr. Kevin McCabe, a close associate of the Guthrie's. Under the deal the Guthrie interests increase their holding in ATH from 55 per cent to 66 per cent, Mr. McCabe takes a 5.8 per cent stake, while the minority interest is diluted from 38.2 per cent to 24.26 per cent.

Since last month's EGM both ATH and Russell Wood and Co (stockbrokers), which is spearheading the opposition to the deal, have circulated shareholders with their views.

In their letter the ATH directors give three main reasons why property is an area which "could best capitalise on the strength of ATH"—the buoyancy of property shares over the last 10 years; excellent prospects for selective property development and investment under experienced management; and the fact that certain ATH directors already have a particular knowledge of property and a successful record in that field.

Russell Wood (which claims the support of 20 per cent of the minority holders) complains that the proposals will result

in a dilution of 40 per cent in ATH "B" holders equity interests in McLeod Russell (a holding of 38 per cent in the tea group being the company's main asset) and the substitution of "secondary UK property interests which are being acquired at a very high valuation."

Russell Wood is critical of the consideration being paid for the two companies, but the directors of ATH have said that they are entirely satisfied that the prices "fairly reflect the value to ATH of the two companies."

As regards the dilution of the McLeod Russell stake ATH said that in place of the reduction in the notional number of McLeod Russell shares each "B" holder will receive, under the proposals, "a valuable stake in the new property activities of ATH."

The outcome of the EGM is likely to hinge on the holding of Mrs. Elizabeth Legard, who controls 5.7 per cent of the total voting rights. Mrs. Legard is the sister of Mr. John Guthrie and the daughter of Mr. John Malcolm who already control 55 per cent of the ATH voting capital.

SIEBENS/DOW

The £15m joint venture package between Siebens Oil and Dow Chemical, announced on Friday, could be worth an additional £10m under the terms of a mutual spending agreement. Dr. David Biggins, Siebens general manager, said yesterday that Dow could spend an amount equal to Siebens in conjunction with the £10m loan.

"As we devote money to North Sea exploration, Dow will match the sum and we will jointly have a potential spending base of £20m," he said. The money would be used primarily in the Seventh

Round of North Sea oil block bidding. According to the Siebens annual report, about 65 per cent of the shares are held in the UK and 5 per cent are foreign-held. Dome Petroleum, the Canadian company, holds 30 per cent of Siebens.

WESTPOOL TRUST

As a result of the £80m deal in which Lord Rayne is to transfer control of his business empire to Westpool Investment Trust, the fully diluted net assets value of Westpool will increase from £12.59m to £100.72m (including the London Merchant Securities interests at market value). This is equivalent to an increase in the underlying net asset value per share from 143.4p to 144.5p.

The deal, which was announced last week, will also involve the payment of a second Westpool interim dividend of 3.5p per share for the year ended April 30. This will be paid to all shareholders on the register on May 23.

IMPS/HOJO

IMPERIAL GROUP yesterday confirmed that a decision on whether to continue its \$600m bid for Howard Johnson, the American group, would be taken by May 20.

But the company declined to comment on reports that its directors have already decided to proceed with the offer. A spokesman for IMPS said: "No decision has yet been reached."

At the group's annual meeting in March, Sir John Pile, the retiring chairman, told shareholders that there were "questions still to be answered." The review of these questions is to be answered. The review of these questions is scheduled to be completed by next week.

Ultramar in 1980

Excellent prospects for the year



Review of Ultramar Group Financial Results and Operations for the Quarter to 31st March 1980

Summary of Financial Results

	First Quarter 1980 £ million	First Quarter 1979 £ million
Sales	223.8	200.8
Operating profit before taxation	31.5	12.2
Operating profit after taxation	19.1	6.8
Net profit	19.8	9.1
Cash flow from operations	23.9	11.0

The financial results of the Ultramar Group for the first quarter of 1980 were once again at a record high. The operating profit before taxation amounted to £31,500,000 compared with £12,200,000 for the first quarter of 1979. The net profit, after taxation and exchange fluctuations, was £19,800,000 for the first quarter of 1980 as against £9,100,000 for the corresponding quarter of last year.

These excellent results were achieved despite a sharp drop in the Group's sales of oil from 280,900 barrels per day in the first quarter of 1979 to 203,600 barrels per day for the first quarter of this year. Refinery runs were also lower. There are a number of reasons for the lower sales volume but primarily it reflects the reduced volumes of crude oil available to us and our deliberate policy of cutting back in the types of business which do not give adequate returns.

Nearly 40 per cent of our first quarter Group profits came from our Indonesian operations where the Badak LNG Plant continues to operate at throughput rates considerably in excess of design capacity. The producing divisions in Western Canada and the North Sea were also profitable, and

our refining and marketing operations did well overall. However, the financial return on our large investment in Eastern Canada, although improved, is still not satisfactory. We expect to make an early decision on whether to sophisticate the Quebec Refinery by adding equipment which will give us more light products and less heavy fuel oil.

In the first quarter, we took advantage of our strong cash position to prepay some £34,000,000 of long term debt and thereby reduce our interest costs.

For the rest of the year, our capital expenditure programme will concentrate on exploration and development in Indonesia, the North Sea and Western Canada. We will be participating with several groups of companies to apply for blocks in the forthcoming 7th round of North Sea licence applications.

There are some uncertainties for the remainder of the year but we expect the results for 1980 to be excellent.

Campbell Nelson
Chairman

9th May 1980

Ultramar Group Results for the Quarter to 31st March 1980

Consolidated Profit and Loss Account	First Quarter 1980 £ million	First Quarter 1979 £ million	Year 1979 £ million	Notes
Sales	223.8	200.8	1,001.7	
Profit on trading	35.0	15.8	106.4	1. Group operating profits are largely in U.S. and Canadian dollars.
Amortisation, depreciation, depletion and amounts written off	3.5	3.6	15.5	2. The gain on foreign exchange fluctuations of £0.7 million during the first three months of 1980 relates almost entirely to long term loans of individual companies repayable over the years to 1983.
Elimination of remaining unamortised costs in Iran	—	3.5	31.0	3. Translation and conversion exchange rates used by the Group are:
Operating profit before taxation	31.5	12.2	75.4	31st March 1980 31st March 1979 31st Dec. 1979
Taxation on operating profit	8.3	2.9	15.6	\$1 equals U.S.\$ 2.16 2.07 2.22
Current	4.1	2.5	14.5	\$1 equals Can.\$ 1.19 1.16 1.17
Deferred	4.2	0.4	1.1	\$1 equals Sw. Fr. 1.35 1.69 1.59
Operating profit after taxation	19.1	6.8	45.3	4. The Group's entitlement to income from Indonesian LNG sales is included in the profit and loss account after deducting transportation, liquefaction costs, and debt service on the loans raised by Pertamina to finance the whole of the construction cost of the Badak LNG Plant, which is operated on a break-even basis. In order to match income with these deductions, the Group's entitlement is adjusted to reflect an equal annual charge for debt service, rather than the uneven repayment schedule established for the loans, all of which are repayable within a 12-year period starting in 1977. Effectively, therefore, the cost of the plant will be fully amortised by the end of 1980.
Foreign exchange fluctuations (Note 2)	0.7	2.3	1.5	5. Long term loans prepaid during the first three months of 1980 were: Unsecured Canadian Bank Loans (Can. \$30 million) due in 1984 and the Indonesian Project Loan (Long Term portion U.S. \$48 million) finally due in 1985. The Project Loan is still available as a term facility until 1985, reducing by \$2.7 million every three months.
Net profit	19.8	9.1	46.8	
Dividends				
Convertible Redeemable Preferred Shares	0.2	0.3	0.9	
Ordinary Shares —				
Interim 5p per share	—	—	2.3	
Final 10p per share	—	—	4.6	
Advance Corporation Tax written off	0.1	0.1	3.4	
Earnings retained for the period	19.5	8.7	43.8	
Cash flow from operations	23.9	11.0	286.3	
Earnings per Ordinary Share				
Basic	41.8p	19.6p	99.3p	
Fully diluted	37.2p	17.4p	88.1p	

Consolidated Statement of Source and Application of Funds

	First Quarter 1980 £ million	First Quarter 1979 £ million
Source of Funds		
From Operations:		
Operating profit after taxation	19.1	6.8
Amortisation, depreciation, depletion and amounts written off	3.5	3.6
Deferred taxation on trading profits	4.1	2.5
Indonesian debt service equalisation (Note 4)	(2.8)	(1.9)
Cash flow from operations	23.9	11.0
From other sources:		
Long term loans raised	1.8	0.1
Exchange adjustments due to currency realignments	1.1	0.6
	26.8	11.7
Application of funds		
Acquisition of subsidiary companies	—	3.4
Additions to fixed assets	8.5	6.5
Capital expenditures	8.5	9.9
Prepayment of long term debt (Note 5)	33.8	—
Portion of long term debt now due in one year	0.6	2.2
Convertible Redeemable Preferred Shares dividend including Advance Corporation Tax £0.1 million (1979 £0.1 million)	0.3	0.4
Miscellaneous items	0.2	(0.3)
(Decrease) in working capital	(16.6)	(0.5)
	26.8	11.7
Working capital at 31st March 1980	237.7	220.3
Long term loans at 31st March 1980	244.1	285.1

Operating results

	First Quarter 1980	First Quarter 1979
Sales of oil (barrels per day)	203,600	280,900
Oil refined (barrels per day)	83,800	105,700
Oil produced (barrels per day)	8,800	9,200
Gas produced (thousands of cubic feet per day)	169,800	171,800
Gross wells drilled	15	8
Oil and gas wells completed (in which the Group has varying interests)	13	5

Ultramar
2 Broad Street Place, London EC2M 7EP

INTERNATIONAL CAPITAL MARKETS

INTERNATIONAL BONDS

BY FRANCIS GHILES

Run-up to the Big Apple

ON THE face of it, all is well in the bond markets: a record weekly volume of new dollar denominated issues was launched—\$855m—and seasoned issues posted gains of nearly one point. Interest rates continued to fall: the six-month Libor rate fell two points during the week to 11½ per cent while at least one US bank cut its prime lending rate to 17 per cent.

Last Friday, however, trading was low ahead of the annual meeting of the Association of International Bond Dealers, which takes place later this week in New York.

Further evidence that the U.S. is sliding into recession should have made for a strong market in bonds. The real picture, however, was somewhat less racy.

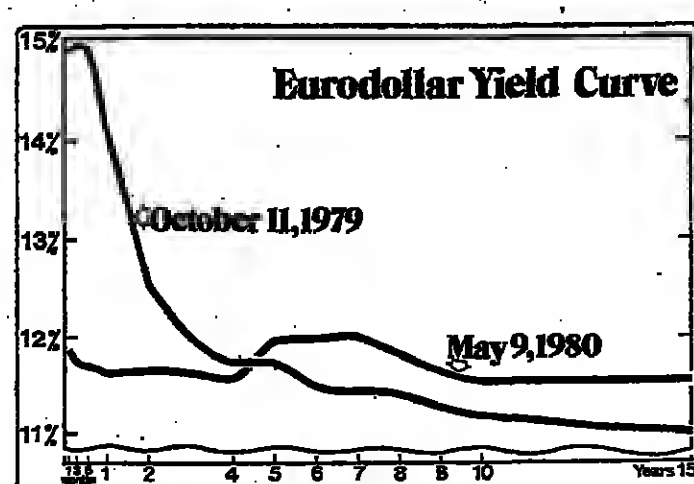
Dollar bonds met profit-taking during the last two trading days as Eurodeposit rates rose—the six-month rate by 1 per cent on Friday. Some of the newly announced issues have been trading at substantial discounts in pre-market business. This was notably the case with the \$75m

15-year issue for the EEC, which offers the investor a yield of 11.07 per cent—felt in many quarters to be somewhat miserly.

Some of the bad habits of the market reasserted themselves. While coupon cutting has not been in evidence, if only because many of the issues carried pre-fixed terms, some have been saved from trading at a discount by the very sharp fall in dollar interest rates since Easter.

Interest coupons have declined from 15½ per cent before Easter to just over 11 per cent last week. This level offers precious little in the way of concession to the investor. Less than prime quality paper has been worse affected. Some of the very good names, however, such as the \$500m tap issue for Sweden, have been trading at a premium of 109 last week.

The situation is analogous to the pass at the Thermopylae where in 480 BC a total of 210,000 Persian soldiers attempted to pass through a gap just 20 yards wide. Thus



Kidder Peabody's weekly letter to investors sums up the situation. History records that the Persians got through but got their come-uppance a little later. It is too early to forecast such an outcome, as the underlying strength of the market remains very great. But other worrying factors will not go away, not least the vulnerability of the U.S. currency.

The strength of the Deutsche Mark is one factor which explains the welcome reception new D-Mark foreign bond issues are receiving. Two issues completed last week, for Sweden and Oesterreichische Kontrollbank, were increased in size while a third, a DM 50m private placement for Girozentrale of Vienna, was announced. It had not been included in the new

issue calendar.

The D-Mark foreign bond sector has also been buoyed by the healthy state of the domestic German bond sector, where the Federal Government was able to arrange a DM 1bn Schuldschein note on Friday, which includes yields ranging from 8.82 to 8.76 per cent on paper whose maturity ranges from four to 10 years.

In the Swiss franc sector the flow of new issues continues and coupons are also showing signs of dropping for quality borrowers.

The Guilder sector was reopened last week with two issues after being closed since last winter while a new French franc and a new sterling denominated bond were launched.

In the dollar sector nine new issues were arranged, most of which were fixed interest rate bonds. The \$100m issue for Imperial Chemical Industries is notable for its short maturity while the \$150m floating rate note for Midland Bank is convertible during the first five years of its life into a fixed interest rate bond which carries a coupon of 9½ per cent. The \$200m issue for a classic coupon of 1 per cent above the six-month Libor rate.

Another interesting borrower was the Ford Motor Company which, with many other U.S. corporations, is finding it cheaper to raise funds in the Eurobond market than in New York. The Ford bond offers a yield of 12.77 per cent if one allows for a selling concession of 1 per cent, which most major customers would get.

CURRENT INTERNATIONAL BOND ISSUES

Borrowers	Amount m.	Maturity	Av. life years	Coupon %	Price	Lead manager	Offer yield %
U.S. DOLLARS							
U.S. Steel Ind. NV (2' fixed)	50	1990	10	5½	100	Citicorp, Banco de	5.83%
Banco de Bilbao	15	1987	7	5½	100	Silba	5.83%
Yamachi Int'l. (Europe)							
Federal Business Dev. Bank	75	1985	5	12½	100	Wood Gundy	12.25
State Bank of India	30	1987	7	6½	100	CSFB	7.125
Cafetero Fin. Corp.	30	1985	5	12	100	Chemical Bank	12.000
Orient Leasing	30	1985	5	11½	100	Daiwa Europe	12.000
EDF (2' fixed France)	100	1990	10	11	100	Salomon Bros. BNP	12.250
Ford Overseas Fin. NV	200	1985	5	7	100	Goldman Sachs	12.425
ECSC	100	1988	8	11½	100	Paribas	11.500
Apache Int'l. Fin. NV	25	1995	15	8½	100	Blyth Eastman Paine Webber	8.750
FRANC FRANCS							
Caisses Nationales des Telecommunications	125	1990	10	7	100	Lazard Freres & Co.	9.000
Telecommunications	100	1990	10	11	100	UBS (Securities)	9.000
Kingdom of Denmark	100	1995	10	11	99½	Deutsche Bank	11.070
EEC	75	1985	5	11	100	S. G. Warburg, Deutsche Bank	11.000
ICI Ind. Fin. NV	100	1983	3	11	100	S. Montagu, EBC, CSFB	5.375
D-MARKS							
Oesterreich. Kontrollb.	150	1987	7	9	100	Bayerische Landesbank	9.000
Kingdom of Sweden	200	1987	7	8½	100	Deutsche Bank	8.875
Girozentrale Vienna	50	1987	7	8½	100	WestLB	8.875
FRENCH FRANCS							
Eurofrans	120	1987	7	13½	100	CCF	13.500
SWISS FRANCS							
Caisses Nationales des Telecommunications	100	1990	—	6½	100½	SBC	6.781
Kubota	60	1985	—	6½	100½	SBC	6.781
Kubota	60	1985	—	6½	100½	SBC	6.781
Japan Airlines	60	1990	—	7	100½	UBS	5.932
Lombard Ind. Fin. NV	60	1990	—	7	100	Banque Keyser Ullmann, en Suisse	7.000
Vorarlberger Kraftwerke	50	1990	—	6	100½	Credit Suisse	5.932
ESCOM (2' fixed Rep. South Africa)	75	1984	—	6½	100	SBC	6.750
Hydroelectrica	65	1990	—	7	100	Handelsbank NV	7.000
STERLING							
Beneficial Overseas Fin. NV	20	1990	10	14½	100	Blyth Eastman Paine Webber	14.250
GUILDER							
F. van Lanschott Bankiers	50	1985	5	10½	99½	AmRo	10.567

* Not yet priced. † Final terms. ‡ Placement. § Floating rate note. ¶ Minimum. †† Convertible. ‡‡ Registered with U.S. Securities and Exchange Commission. Note: Yields are calculated on AIBD basis.

CREDITS

BY PETER MONTAGNON

Underwriting complete for Brazil

THE \$350m credit for Brazil's Banco Nacional do Desenvolvimento Economico is now fully underwritten. Bank of Montreal has formed a management group including six banks besides itself.

The banks are Banco do Brazil, Chase Manhattan, Commerzbank, Eurobras, Norddeutsche Landesbank and Societe Generale. This group may still be expanded further.

The credit attracted attention because of its very fine terms and initial reaction from the banking community was far from enthusiastic. The terms provided for a \$275m, eight-year tranche with a split 4-1 per cent spread and a \$75m, 10-year tranche with a split spread of 1-1½.

Even though Bank of Montreal subsequently decided to take over the entire 10-year tranche itself, the remainder was not fully underwritten till last week, almost a month after award of the mandate.

This will clear the way for the next borrowing by Brazil, widely expected to be a credit

for the electric concern, Electrobras. Following the poor reception accorded to BNDE, terms for Brazil are expected to harden in the months ahead.

Some of this upward pressure, however, may be alleviated by Brazil's decision last week to reduce the amount of withholding tax refunded by the Government to the borrower. The borrower normally pays this tax which is levied at a rate of 25 per cent so that the lender receives interest free of tax, together with the tax receipt passed on to him by the borrower.

U.S. banks have only been able to offset this tax receipt against tax not actually refunded by the Brazilian Government. This portion has now been increased to 60 per cent of the tax from 5 per cent previously, which means that there is an increased tax advantage for U.S. banks participating in Brazilian credits. It remains to be seen how far this will encourage the banks to participate in Brazilian loans.

Elsewhere in Latin America, Venezuela is due to reply next week to the proposals put to it by a group of international banks on a jumbo credit of up to \$1.2bn. A choice of terms has been offered with either a 1st margin of 1 per cent over eight years or a split 1½ margin over seven years. If Venezuela chooses the latter, the amount could be reduced to \$1.2bn.

There are now 19 banks in the group, with Citibank acting as agent, Bank of America running the books and Chemical Bank preparing the information memorandum. A select number of Japanese banks may also be invited to join as co-lead managers depending on Ministry of Finance approval.

Business in Eastern Europe, meanwhile, has slowed to a trickle. Yugoslavia continues to sound out banks but so far the response has been lukewarm. This has less to do with uncertainty over the country's future following the death of President Tito than with lending limit problems and the poor

shape of the Yugoslav economy. Other countries have been severely affected by the frost on lending to Eastern Europe that descended after the Soviet invasion of Afghanistan. Discussions between Czechoslovakia and banks over a credit of up to \$250m earlier this year and more recent soundings by the East German trade financing concern, Intrac, on a \$200m credit have not led to the syndication of any deals.

In this atmosphere bankers believe Poland is optimistic in its hopes of being able to award a mandate for its forthcoming \$500m credit by May 28.

In this atmosphere bankers believe Poland is optimistic in its hopes of being able to award a mandate for its forthcoming \$500m credit by May 28. Among other deals UBAF has been asked by the Kingdom of Morocco to prepare a fully underwritten offer for a credit of \$300m. The credit is expected to have an eight-year maturity and a spread of about 1 per cent.

U.S. BONDS

A FOUR-WEEK rally in the credit markets came to a nervous and juddering end last week as investors started to look beyond the thrill of the plunge into recession and continuing indications of slackening

inflation to worries about what the Federal Reserve is making of it all. With interest rates now, according to Chase Manhattan's analysts, "at levels that most traders and investors did not expect to see until late 1980," the market has good reason to be attempting to read the mind of the Fed.

Mr. Paul Volcker, the Fed's chairman, appeared feebly relaxed about the whole affair when he talked to the Business Council in Virginia on Friday, describing the recent fall in

retes as "constructive" and reminding everyone that several of the credit tightening measures imposed in October and March were intended to be temporary. "The basic policy of tight monetary management has not changed,"

Those who doubt the Fed's resolve point to political fears about the depth of the recession and they wonder aloud why the Fed, if it wants to give the impression of maintaining its stance, whose last week to scrap its 3 per cent surcharge on the discount rate. If it had become

irrelevant (which in today's market it had) why not just leave it there?

The Fed, meanwhile, is caught between these two conflicting pressures on needing to give both the right political and the right market signals. On the former front, it took the unusual step of commenting on the further steep decline in the money supply reported on Friday (M1-B down by a huge \$3.9bn). The Fed flames the size of the drop on speedier than usual processing of (tax payments by the Treasury.

BY IAN HARGREAVES

Trying to read Volcker's mind

FT INTERNATIONAL BOND SERVICE

Hiram Walker-Gooderham & Worts Limited

has combined with

The Consumers' Gas Company

to form

Hiram Walker-Consumers Home Ltd.

The undersigned assisted in the negotiations leading to this transaction and acted as financial adviser to Hiram Walker-Gooderham & Worts Limited and to The Consumers' Gas Company.

Dominion Securities Limited

April, 1980

U.S. DOLLAR STRAIGHTS				Change on day week Yield				
Issued	Bid	Offer	day week Yield	Issued	Bid	Offer	day week Yield	
Alcoa of Australia 10 88	90	90 1/4	+0 1/4	11.67	Beil Canada 10 88	CS	90	92 3/4 -0 1/4 11.36
Australian Res. 9 84	90	90 3/4	-0 1/4	11.59	Cr. Foncier 10 84	CS	90	90 -0 1/4 12.39
Beneficial Fin. 9 87	100	99 1/4	-0 1/4	11.59	Est. Can. Inv. 10 84	CS	90	91 1/2 -0 1/2 12.77
CECA 9 88	100	99 3/4	-0 1/4	13.11	Hudson Bay 10 88	CS	90	91 1/2 -0 1/2 11.93
CECA 11 89	100	97 1/4	-0 1/4	12.16	Quebec 10 86	CS	90	91 1/2 -0 1/2 11.23
Canadian Pac. 9 89	50	91 1/2	-0 1/4	11.23	R. B. Canada 10 88	CS	90	90 1/4 -0 1/4 12.32
Carbor 10 88	100	91 1/2	-0 1/4	11.23	R. B. Canada 11 88	CS	90	90 1/4 -0 1/4 12.32
Comalco Inv. E. 10 81	40	92 1/4	-0 1/4	11.23	R. B. Canada 12 88	CS	90	90 1/4 -0 1/4 12.32
Continental Gp. 9 88	190	91 1/4	-0 1/4	11.65	R. B. Canada 13 88	CS	90	90 1/4 -0 1/4 12.32
Dome Petroleum 10 84	40	92 1/4	-0 1/4	11.23	R. B. Canada 14 88	CS	90	90 1/4 -0 1/4 12.32
Dominion Bridge 10 84	30	93 1/4	-0 1/4	12.14	R. B. Canada 15 88	CS	90	90 1/4 -0 1/4 12.32
EIB 11 82	80	96 1/4	-0 1/4	12.41	R. B. Canada 16 88	CS	90	90 1/4 -0 1/4 12.32
EIB 12 82	100	96 1/4	-0 1/4	12.41	R. B. Canada 17 88	CS	90	90 1/4 -0 1/4 12.32
Export 11 84	100	96 1/4	-0 1/4	11.72	R. B. Canada 18 88	CS	90	90 1/4 -0 1/4 12.32
Export Dev. Cpn. 9 84	100	94 1/4	-0 1/4	11.12	R. B. Canada 19 88	CS	90	90 1/4 -0 1/4 12.32
Export Dev. Cpn. 9 84	150	94 1/4	-0 1/4	11.28	R. B. Canada 20 88	CS	90	90 1/4 -0 1/4 12.32
Finland 9 88	100	94 1/4	-0 1/4	11.59	R. B. Canada 21 88	CS	90	90 1/4 -0 1/4 12.32
GTE Finance 9 89	55	96 1/4	-0 1/4	12.14	R. B. Canada 22 88	CS	90	90 1/4 -0 1/4 12.32
GMAC 9 88	75	99 1/4	-0 1/4	11.40	R. B. Canada 23 88	CS	90	90 1/4 -0 1/4 12.32
GMAC O/S Fin. 13 88	100	105 1/4	-0 1/4	11.86	R. B. Canada 24 88	CS	90	90 1/4 -0 1/4 12.32
Gould Int. Fin. 9 88	50	91 1/4	-0 1/4	12.24	R. B. Canada 25 88	CS	90	90 1/4 -0 1/4 12.32
ITT Antilles 9 88	75	98 1/4	-0 1/4	11.63	R. B. Canada 26 88	CS	90	90 1/4 -0 1/4 12.32
Kennecott Int. 9 88	100	98 1/4	-0 1/4	11.63	R. B. Canada 27 88	CS	90	90 1/4 -0 1/4 12.32
McGraw 12 88	75	98 1/4	-0 1/4	11.36	R. B. Canada 28 88	CS	90	90 1/4 -0 1/4 12.32
Manitoba 9 88	75	97 1/4	-0 1/4	14.27	R. B. Canada 29 88	CS	90	90 1/4 -0 1/4 12.32
Manitoba 10 88	75	97 1/4	-0 1/4	14.27	R. B. Canada 30 88	CS	90	90 1/4 -0 1/4 12.32
Nat. Gas. Telecom. 9 88	100	91 1/4	-0 1/4	11.50	R. B. Canada 31 88	CS	90	90 1/4 -0 1/4 12.32
New Brunswick 9 88	75	95 1/4	-0 1/4	11.91	R. B. Canada 32 88	CS	90	90 1/4 -0 1/4 12.32
Newfoundland 10 88	75	95 1/4	-0 1/4	11.91	R. B. Canada 33 88	CS	90	90 1/4 -0 1/4 12.32
Noranda 9 88	100	95 1/4	-0 1/4	11.29	R. B. Canada 34 88	CS	90	90 1/4 -0 1/4 12.32
Norway 9 88	150	96 1/4	-0 1/4	11.29	R. B. Canada 35 88	CS	90	90 1/4 -0 1/4 12.32
Norway Ind. 12 88	75	95 1/4	-0 1/4	11.29	R. B. Canada 36 88	CS	90	90 1/4 -0 1/4 12.32
Nova Scotia 9 88	100	95 1/4	-0 1/4	11.29	R. B. Canada 37 88	CS	90	90 1/4 -0 1/4 12.32
Pennwalt O/S F. 9 84	25	92 1/4	-0 1/4	12.23	R. B. Canada 38 88	CS	90	90 1/4 -0 1/4 12.32
Papico Cap. 9 84	100	94 1/4	-0 1/4	11.07	R. B. Canada 39 88	CS	90	90 1/4 -0 1/4 12.32
Quebec Hydro 9 88	100	94 1/4	-0 1/4	11.07	R. B. Canada 40 88	CS	90	90 1/4 -0 1/4 12.32
Sasra 9 88	100	94 1/4	-0 1/4	11.15	R. B. Canada 41 88	CS	90	90 1/4 -0 1/4 12.32
Sasra 9 88	100	94 1/4	-0 1/4	11.15	R. B. Canada 42 88	CS	90	90 1/4 -0 1/4 12.32
Swedish 9 88	100	94 1/4	-0 1/4	11.47	R. B. Canada 43 88	CS	90	90 1/4 -0 1/4 12.32
Sweden 9 88	200	94 1/4	-0 1/4	11.47	R. B. Canada 44 88	CS	90	90 1/4 -0 1/4 12.32
Unilever NV 9 88	100	94 1/4	-0 1/4	11.38	R. B. Canada 45 88	CS	90	90 1/4 -0 1/4 12.32
Warner-Lambert 9 84	100	92 1/4	-0 1/4	11.39	R. B. Canada 46 88	CS	90	90 1/4 -0 1/4 12.32
Average price changes... On day -0 1/4 on week +0 1/4								

OTHER STRAIGHTS				Change on day week Yield			
Issued	Bid	Offer	day week Yield	Issued	Bid	Offer	day week Yield
Beil Canada 10 88	CS	90	92 3/4 -0 1/4 11.36	20	1102 1/2	0	+0 1/4 12.72
Cr. Foncier 10 84	CS	90	90 -0 1/4 12.39	30	133	94	-0 +0 1/4 5.71
Est. Can. Inv. 10 84	CS	90	91 1/2 -0 1/2 12.77	35	135	95	-0 +0 1/4 5.84
Hudson Bay 10 88	CS	90	91 1/2 -0 1/2 11.93	40	136	98	-0 +0 1/4 5.84
Quebec 10 86	CS	90	91 1/2 -0 1/2 11.23	45	136	98	-0 +0 1/4 5.84
R. B. Canada 10 88	CS	90	90 1/4 -0 1/4 12.32	50	136	98	-0 +0 1/4 5.84
R. B. Canada 11 88	CS	90	90 1/4 -0 1/4 12.32	55	136	98	-0 +0 1/4 5.84
R. B. Canada 12 88	CS	90	90 1/4 -0 1/4 12.32	60	136	98	-0 +0 1/4 5.84
R. B. Canada 13 88	CS	90	90 1/4 -0 1/4 12.32	65	136	98	-0 +0 1/4 5.84
R. B. Canada 14 88	CS	90	90 1/4 -0 1/4 12.32	70	136	98	-0 +0 1/4 5.84
R. B. Canada 15 88	CS	90	90 1/4 -0 1/4 12.32	75	136	98	-0 +0 1/4 5.84
R. B. Canada 16 88	CS	90	90 1/4 -0 1/4 12.32	80	136	98	-0 +0 1/4 5.84
R. B. Canada 17 88	CS	90	90 1/4 -0 1/4 12.32	85	136	98	-0 +0 1/4 5.84
R. B. Canada 18 88	CS	90	90 1/4 -0 1/4 12.32	90	136	98	-0 +0 1/4 5.84
R. B. Canada 19 88	CS	90	90 1/4 -0 1/4 12.32	95	136	98	-0 +0 1/4 5.84
R. B. Canada 20 88	CS	90	90 1/4 -0 1/4 12.32	100	136	98	-0 +0 1/4 5.84
R. B. Canada 21 88	CS	90	90 1/4 -0 1/4 12.32	105	136	98	-0 +0 1/4 5.84
R. B. Canada 22 88	CS	90	90 1/4 -0 1/4 12.32	110	136	98	-0 +0 1/4 5.84
R. B. Canada 23 88	CS	90	90 1/4 -0 1/4 12.32	115	136	98	-0 +0 1/4 5.84
R. B. Canada 24 88	CS	90	90 1/4 -0 1/4 12.32	120	136	98	-0 +0 1/4 5.84
R. B. Canada 25 88	CS	90	90 1/4 -0 1/4 12.32	125	136	98	-0 +0 1/4 5.84
R. B. Canada 26 88	CS	90	90 1/4 -0 1/4 12.32	130	136	98	-0 +0 1/4 5.84
R. B. Canada 27 88	CS	90	90 1/4 -0 1/4 12.32	135	136	98	-0 +0 1/4 5.84
R. B. Canada 28 88	CS	90	90 1/4 -0 1/4 12.32	140	136	98	-0 +0 1/4 5.84
R. B. Canada 29 88	CS	90	90 1/4 -0 1/4 12.32	145	136	98	-0 +0 1/4 5.84
R. B. Canada 30 88	CS	90	90 1/4 -0 1/4 12.32	150	136	98	-0 +0 1/4 5.84
R. B. Canada 31 88	CS	90	90 1/4 -0 1/4 12.32	155	136	98	-0 +0 1/4 5.84
R. B. Canada 32 88	CS	90	90 1/4 -0 1/4 12.32	160	136	98	-0 +0 1/4 5.84
R. B. Canada 33 88	CS	90	90 1/4 -0 1/4 12.32	165	136	98	-0 +0 1/4 5.84
R. B. Canada 34 88	CS	90	90 1/4 -0 1/4 12.32	170	136	98	-0 +0 1/4 5.84
R. B. Canada 35 88	CS	90	90 1/4 -0 1/4 12.32	175	136	98	-0 +0 1/4 5.84
R. B. Canada 36 88	CS	90	90 1/4 -0 1/4 12.32	180	136	98	-0 +0 1/4 5.84
R. B. Canada 37 88	CS	90	90 1/4 -0 1/4 12.32	185	136	98	-0 +0 1/4 5.84
R. B. Canada 38 88	CS	90	90 1/4 -0 1/4 12.32	190	136	98	-0 +0 1/4 5.84
R. B. Canada 39 88	CS	90	90 1/4 -0 1/4 12.32	195	136	98	-0 +0 1/4 5.84
R. B. Canada 40 88	CS	90	90 1/4 -0 1/4 12.32	200	136	98	-0 +0 1/4 5.84
R. B. Canada 41 88	CS	90	90 1/4 -0 1/4 12.32	205	136	98	-0 +0 1/4 5.84
R. B. Canada 42 88	CS	90	90 1/4 -0 1/4 12.32	210	136	98	-0 +0 1/4 5.84
R. B. Canada 43 88	CS	90	90 1/4 -0 1/4 12.32	215	136	98	-0 +0 1/4 5.84
R. B. Canada 44 88	CS	90	90 1/4 -0 1/4 12.32	220	136	98	-0 +0 1/4 5.84
R. B. Canada 45 88	CS	90	90 1/4 -0 1/4 12.32	225	136	98	-0 +0 1/4 5.84
R. B. Canada 46 88	CS	90	90 1/4 -0 1/4 12.32	230	136	98	-0 +0 1/4 5.84
R. B. Canada 47 88	CS	90	90 1/4 -0 1/4 12.32	235	136	98	-0 +0 1/4 5.84
R. B. Canada 48 88	CS	90	90 1/4 -0 1/4 12.32	240	136	98	-0 +0 1/4 5.84
R. B. Canada 49 88	CS	90	90 1/4 -0 1/4 12.32	245	136	98	-0 +0 1/4 5.84
R. B. Canada 50 88	CS	90	90 1/4 -0 1/4 12.32	250	136	98	-0 +0 1/4 5.84
R. B. Canada 51 88	CS	90	90 1/4 -0 1/4 12.32	255	136	98	-0 +0 1/4 5.84
R. B. Canada 52 88	CS	90	90 1/4 -0 1/4 12.32	260	136	98	-0 +0 1/4 5.84
R. B. Canada 53 88	CS	90	90 1/4 -0 1/4 12.32	265	136	98	-0 +0 1/4 5.84
R. B. Canada 54 88	CS	90	90 1/4 -0 1/4 12.32	270	136	98	-0 +0 1/4 5.84
R. B. Canada 55 88	CS	90	90 1/4 -0 1/4 12.32	275	136	98	-0 +0 1/4 5.84
R. B. Canada 56 88	CS	90	90 1/4 -0 1/4 12.32	280	136	98	-0 +0 1/4 5.84
R. B. Canada 57 88	CS	90	90 1/4 -0 1/4 12.32	285	136	98	-0 +0 1/4 5.84
R. B. Canada 58 88	CS	90	90 1/4 -0 1/4 12.32	290	136	98	-0 +0 1/4 5.84
R. B. Canada 59 88	CS	90	90 1/4 -0 1/4 12.32	295	136	98	-0 +0 1/4 5.84
R. B. Canada 60 88	CS	90	90 1/4 -0 1/4 12.32	300	136	98	-0 +0 1/4 5.84
R. B. Canada 61 88	CS	90	90 1/4 -0 1/4 12.32	305	136	98	-0 +0 1/4 5.84
R. B. Canada 62 88	CS	90	90 1/4 -0 1/4 12.32	310	136	98	-0 +0 1/4 5.84
R. B. Canada 63 88	CS	90	90 1/4 -0 1/4 12.32	315	136	98	-0 +0 1/4 5.84
R. B. Canada 64 88	CS	90	90 1/4 -0 1/4 12.32	320	136	98	-0 +0 1/4 5.84
R. B. Canada 65 88	CS	90	90 1/4 -0 1/4 12.32	325	136	98	-0 +0 1/4 5.84
R. B. Canada 66 88	CS	90	90 1/4 -0 1/4 12.32	330	136	98	-0 +0 1/4 5.84
R. B. Canada 67 88	CS	90	90 1/4 -0 1/4 12.32	335	136	98	-0 +0 1/4 5.84
R. B. Canada 68 88	CS	90	90 1/4 -0 1/4 12.32	340	136	98	-0 +0 1/4 5.84
R. B. Canada 69 88	CS	90	90 1/4 -0 1/4 12.32	345	136	98	-0 +0 1/4 5.84
R. B. Canada 70 88	CS	90	90 1/4 -0 1/4 12.32	350	136	98	-0 +0 1/4 5.84
R. B. Canada 71 88	CS	90	90 1/4 -0 1/4 12.32	355	136	98	-0 +0 1/4 5.84
R. B. Canada 72 88	CS	90	90 1/4 -0 1/4 12.32	360	136	98	-0 +0 1/4 5.84
R. B. Canada 73 88	CS	90	90 1/4 -0 1/4 12.32	365	136	98	-0 +0 1/4 5.84
R. B. Canada 74 88	CS	90	90 1/4 -0 1/4 12.32	370	136	98	-0 +0 1/4 5.84
R. B. Canada 75 88	CS	90	90 1/4 -0 1/4 12.32	375	136	98	-0 +0 1/4 5.84
R. B. Canada 76 88	CS	90	90 1/4 -0 1/4 12.32	380	136	98	-0 +0 1/4 5.84
R. B. Canada 77 88	CS	90	90 1/4 -0 1/4 12.32	385	136	98	-0 +0 1/4 5.84
R. B. Canada 78 88	CS	90	90 1/4 -0 1/4 12.32	390	136	98	-0 +0 1/4 5.84
R. B. Canada 79 88	CS	90	90 1/4 -0 1/4 12.32	395	136	98	-0 +0 1/4 5.84
R. B. Canada 80 88	CS	90	90 1/4 -0 1/4 12.32	400	136	98	-0 +0 1/4 5.84
R. B. Canada 81 88	CS	90	90 1/4 -0 1/4 12.32	405	136	98	-0 +0 1/4 5.84
R. B. Canada 82 88	CS	90	90 1/4 -0 1/4 12.32	410	136	98	-0 +0 1/4 5.84
R. B. Canada 83 88	CS	90	90 1/4 -0 1/4 12.32	415	136	98	-0 +0 1/4 5.84
R. B. Canada 84 88	CS	90	90 1/4 -0 1/4 12.32	420	136	98	-0 +0 1/4 5.84
R. B. Canada 85 88	CS	90	90 1/4 -0 1/4 12.32	425	136	98	-0 +0 1/4

This announcement appears as a matter of record only. The Debentures were offered and sold outside the United States of America.



NICOR Overseas Finance N.V.

(a Netherlands Antilles corporation and wholly-owned subsidiary of NICOR Inc.)

U.S. \$50,000,000

10 $\frac{3}{4}$ % Convertible Subordinated Debentures due May 1, 1995

Convertible on any Interest Payment Date through May 1, 1985 into 14% Subordinated Debentures due May 1, 1995 of NICOR Overseas Finance N.V., or on and after December 1, 1980 into Common Stock of NICOR Inc.

The Debentures are Unconditionally Guaranteed, on a Subordinated Basis, as to Payment of Principal, Premium, if any, and Interest by

NICOR Inc.
(an Illinois corporation)

Goldman Sachs International Corp.

S. G. Warburg & Co. Ltd.

Banque Bruxelles Lambert S.A.

Banque Nationale de Paris

Nomura Europe N.V.

Abu Dhabi Investment Company Algemene Bank Nederland N.V. AMAS S.A. Amsterdam-Rotterdam Bank N.V.
 Arnhold and S. Bleichroeder, Inc. Bache Halsey Stuart Shields Banca del Gottardo
 Bank of America International The Bank of Bermuda Bank Gutzwiller, Kurz, Bungeener (Overseas)
 Bank Julius Baer International Bank Len International Bank Mees & Hope NV Bankers Trust International
 Banque Arabe et Internationale d'Investissement (B.A.I.I.) Banque Française du Commerce Extérieur
 Banque Générale du Luxembourg S.A. Banque de l'Indochine et de Suez Banque Internationale à Luxembourg S.A.
 Banque Louis-Dreyfus Banque de Neufize, Schlumberger, Mallet Banque de Paris et des Pays-Bas
 Banque de Paris et des Pays-Bas (Suisse) S.A. Banque Populaire Suisse S.A. Luxembourg
 Banque Rothschild Banque de l'Union Européenne Banque Worms Barclays Bank International Baring Brothers & Co.
 Bayerische Hypotheken- und Wechsel-Bank Bayerische Landesbank Girozentrale Bayerische Vereinsbank Bergen Bank
 Berliner Handels- und Frankfurter Bank Blyth Eastman Paine Webber B.S.I. Underwriters Cazenove & Co.
 Centrale Rabobank Chase Manhattan Chemical Bank International Christianin Bank og Kreditkasse
 Citicorp International Group Compagnie de Banque et d'Investissements (Underwriters) S.A.
 La Compagnie Financière-Banque Compagnie Monégasque de Banque S.A. Continental Illinois
 Copenhagen Handelsbank County Bank Crédit Agricole Crédit Commercial de France
 Crédit Industriel et Commercial Crédit Lyonnais Credit Suisse First Boston Creditanstalt-Bankverein
 Daiwa Europe N.V. Richard Daus & Co. Bankiers Den Danske Bank Den norske Creditbank Deutsche Bank
 DG BANK Deutsche Girozentrale De Zoete & Bevan Dillon, Read Overseas Corporation
 Dresdner Bank European Banking Company Robert Fleming & Co. Groupement des Banquiers Privés Genevois
 Hambros Bank Hessische Landesbank Hill Samuel & Co. Hoare Govett E. F. Hutton International Inc.
 IBJ International Istituto Bancario San Paolo di Torino Kidder, Peabody International
 Kleinwort, Benson Kredietbank N.V. Kuhn Loeb Lehman Brothers International
 Kuwait Foreign Trading Contracting & Investment Co. (S.A.K.) Kuwait International Investment Co. s.a.k.
 Lazard Brothers & Co. Lazard Frères et Cie Lloyds Bank International London & Continental Bankers
 LTCB International Manufacturers Hanover Merrill Lynch International & Co. Samuel Montagu & Co.
 Morgan Grenfell & Co. Morgan Stanley International Nederlandsche Middenstandsbank N.V.
 Nederlandse Credietbank N.V. The Nikko Securities Co., (Europe) Ltd. Norddeutsche Landesbank
 Sal. Oppenheim jr. & Cie Orion Bank Pierson, Helderling & Pierson N.V. PKBanken Investments Postipankki
 Privatbanken Rothschild Bank AG N. M. Rothschild & Sons Rowe & Pitman Salomon Brothers International
 Saudi Arabian Investment Company Inc. J. Henry Schroder Wagg & Co. Singer & Friedlander
 Skandinaviska Enskilda Banken Smith Barney, Harris Upham & Co. Société Générale Société Générale de Banque S.A.
 Strauss, Turnbull & Co. Svenska Handelsbanken Swiss Bank Corporation (Overseas)
 Union de Banques Arabes et Françaises-U.B.A.F. Verband Schweizerischer Kantonalbanken Vereins- und Westbank
 J. Vontobel & Co. Wardley Westdeutsche Landesbank Dean Witter Reynolds International
 Wood Gundy Yamaichi International (Europe)

May 12, 1980

This announcement appears as a matter of record only. The Bonds were offered and sold outside the United States of America.

U.S. \$85,000,000

Caisse Nationale des Autoroutes

12 $\frac{3}{4}$ % Guaranteed Bonds due May 1, 1995

Unconditionally guaranteed as to payment of Principal, Premium, if any, and Interest by

The Republic of France

Goldman Sachs International Corp.

Amsterdam-Rotterdam Bank N.V.

Banque Bruxelles Lambert S.A.

Banque Nationale de Paris

Hambros Bank Limited

Manufacturers Hanover Limited

Westdeutsche Landesbank Girozentrale

May 12, 1980

This announcement appears as a matter of record only. The Notes were offered and sold outside the United States of America.

U.S. \$75,000,000

McGraw-Edison International Finance N.V.

(a wholly-owned subsidiary of McGraw-Edison Company)

13 $\frac{1}{2}$ % Guaranteed Notes due May 1, 1985

Unconditionally Guaranteed as to Payment of Principal, Premium, if any, and Interest by

McGraw-Edison Company

Goldman Sachs International Corp.

Dean Witter Reynolds International

Merrill Lynch International & Co.

Banque de Paris et des Pays-Bas

Société Générale de Banque S.A.

Swiss Bank Corporation (Overseas) Limited

Westdeutsche Landesbank Girozentrale

Abu Dhabi Investment Company Algemene Bank Nederland N.V. Amsterdam-Rotterdam Bank N.V.
 Arnhold and S. Bleichroeder, Inc. Bache Halsey Stuart Shields Banca del Gottardo Bank of America International
 Bank Gutzwiller, Kurz, Bungeener (Overseas) Bank Julius Baer International Bank Leu International
 Bank Mees & Hope NV Bankers Trust International Banque Arabe et Internationale d'Investissement (B.A.I.I.)
 Banque Bruxelles Lambert S.A. Banque Française du Commerce Extérieur Banque Générale du Luxembourg S.A.
 Banque de l'Indochine et de Suez Banque Internationale à Luxembourg S.A.
 Banque Louis-Dreyfus Banque Nationale de Paris Banque de Neufize, Schlumberger, Mallet
 Banque de Paris et des Pays-Bas (Suisse) S.A. Banque de l'Union Européenne Banque Rothschild Banque Worms
 Barclays Bank International Baring Brothers & Co. Bayerische Hypotheken- und Wechsel-Bank
 Bayerische Landesbank Girozentrale Bayerische Vereinsbank Bergen Bank Berliner Handels- und Frankfurter Bank
 Blyth Eastman Paine Webber B.S.I. Underwriters Cazenove & Co. Centrale Rabobank Chase Manhattan
 Chemical Bank International Christianin Bank og Kreditkasse Citicorp International Group
 Compagnie de Banque et d'Investissements (Underwriters) S.A. La Compagnie Financière-Banque
 Compagnie Monégasque de Banque S.A. Copenhagen Handelsbank County Bank Crédit Agricole
 Crédit Industriel et Commercial Crédit Lyonnais Credit Suisse First Boston Creditanstalt-Bankverein
 Daiwa Europe N.V. Richard Daus & Co. Bankiers Den Danske Bank Den norske Creditbank Deutsche Bank
 DG BANK Deutsche Girozentrale De Zoete & Bevan Dillon, Read Overseas Corporation Dresdner Bank
 European Banking Company Robert Fleming & Co. Groupement des Banquiers Privés Genevois
 Hambros Bank Hessische Landesbank Hill Samuel & Co. Hoare Govett E. F. Hutton International Inc.
 IBJ International Istituto Bancario San Paolo di Torino Kidder, Peabody International
 Kleinwort, Benson Kredietbank N.V. Kuhn Loeb Lehman Brothers International
 Kuwait Foreign Trading Contracting & Investment Co. (S.A.K.) Kuwait International Investment Co. s.a.k.
 Lazard Brothers & Co. Lazard Frères et Cie Lloyds Bank International London & Continental Bankers
 LTCB International Manufacturers Hanover Merrill Lynch International & Co. Samuel Montagu & Co.
 Morgan Grenfell & Co. Morgan Stanley International Nederlandsche Middenstandsbank N.V.
 Nederlandse Credietbank N.V. The Nikko Securities Co., (Europe) Ltd. Norddeutsche Landesbank
 Sal. Oppenheim jr. & Cie Orion Bank Pierson, Helderling & Pierson N.V. PKBanken Investments Postipankki
 Privatbanken Rothschild Bank AG N. M. Rothschild & Sons Rowe & Pitman Salomon Brothers International
 Saudi Arabian Investment Company Inc. J. Henry Schroder Wagg & Co. Singer & Friedlander
 Skandinaviska Enskilda Banken Smith Barney, Harris Upham & Co. Société Générale Société Générale de Banque S.A.
 Strauss, Turnbull & Co. Svenska Handelsbanken Swiss Bank Corporation (Overseas)
 Union de Banques Arabes et Françaises-U.B.A.F. Verband Schweizerischer Kantonalbanken Vereins- und Westbank
 J. Vontobel & Co. Wardley Westdeutsche Landesbank Dean Witter Reynolds International
 Wood Gundy Yamaichi International (Europe)

May 12, 1980

NL Industries Reports...

75% increase in first quarter earnings from continuing operations.

This report is a part of our program to keep you informed of what is happening at NL Industries. If you would like additional information, please contact us.

Ray C. Adam
Chairman and
Chief Executive Officer

NL Industries, Inc. reported record income from continuing operations for the first quarter of 1980 of \$36,505,000 or \$1.07 per common share, a 75% increase over first quarter 1979 income from continuing operations of \$20,828,000, or 61 cents a common share. Consolidated first quarter 1980 sales of \$505,614,000 represent a 21% increase over the previous year's first quarter sales of \$419,384,000.

Income growth for the quarter significantly exceeded sales growth reflecting improved profitability of European operations, a greater contribution of income from NL's equity interest in partially owned companies and a shift to higher

margin petroleum service products.

Assuming modest impacts from the continuing inflation, the projected recession, and unsettled foreign exchange markets, NL should achieve record earnings for the year with percentage gains similar to those recorded in 1978 and 1979.

All operating groups show gains

All operating groups, petroleum services, chemicals and metals contributed to first quarter record results. NL Petroleum Services operating income increased by approximately 55% in the first quarter benefiting from greater worldwide drilling activity. Demand for drilling fluids and services was especially strong. Blowout preventer sales, equipment rental, and wireline and other oilfield services also contributed to the improved results.

NL Chemicals showed marked improvement in the first quarter, reflecting the worldwide strength of titanium pigments operations which had substantial sales gains and more than a tripling of earnings. All six of NL's titanium pigment plants operated at near capacity levels. Specialty chemicals continued to generate good results.

Earnings of NL Metals were ahead of first quarter 1979 levels. As a result of improved efficiencies, combined earnings of castings, fasteners, bearings, and automotive design services approached 1979 levels, even though 50% of their products are used by the currently depressed automotive industry. NL's 50% owned subsidiary, Titanium Metals Corporation of America, a producer of titanium metal and fabricated specialty steel products, continued to show significant earnings improvement reflecting increased demand from the aerospace and railroad industries.

Net income for the first quarter of 1980 was \$1.07 per common share. The first quarter 1979 net income included a nonrecurring gain of 80 cents per common share, reflecting a change in accounting for the investment tax credit from the deferral method to the flow-through method. After this credit the first quarter 1979 net income was \$1.42 per common share.

NL Industries, Inc. is a leading worldwide manufacturer and supplier of petroleum services and equipment, specialty chemicals and fabricated metal products, with annual sales approaching \$2 billion.

If you would like to know more about NL Industries' performance, simply mail the coupon below for a copy of our 1979 Annual Report.



NL Industries, Inc.
1230 Avenue of the Americas
New York, N.Y. 10020
Please send me a copy of NL's 1979 Annual Report.

Name _____
Address _____
City _____
State _____ Zip _____

Sales and Earnings (unaudited)
(In thousands, except per share)

	For the three months ended March 31, 1980	1979
Sales	\$505,614	\$419,384
Income before taxes on income	\$ 64,456	\$ 33,044
Provision for taxes on income	27,951	12,216
Income from continuing operations	\$ 36,505	\$ 20,828
Income of discontinued operations	—	134
Income before cumulative effect of accounting change	36,505	20,962
Cumulative effect of accounting change	—	26,257 (A)
Net income	\$ 36,505	\$ 47,219
Income per share of common stock (B):		
Income from continuing operations	\$ 1.07	\$.61
Net income	\$ 1.07	\$ 1.42 (A)

NOTES:

(A) Reflects the cumulative effect (\$80 per common share) of the 1979 change in the method of accounting for the investment tax credit from the deferral method to the flow-through method.
(B) Income per share of common stock has been calculated after deduction (\$0.03 per share of common stock) for preferred stock dividend requirements of \$1,075,000.

OVERDUE TAX

BY CUTHBERT SHANKLAND

Interesting results from the law on delay

TO A professional accountant like myself, the 12 per cent interest charged on overdue tax appears a pernicious charge. Naturally, the Inland Revenue is delighted to exact a penalty from the slow payer, but often this operates unfairly. For the interest may begin to run from a time when the accounts are not even prepared.

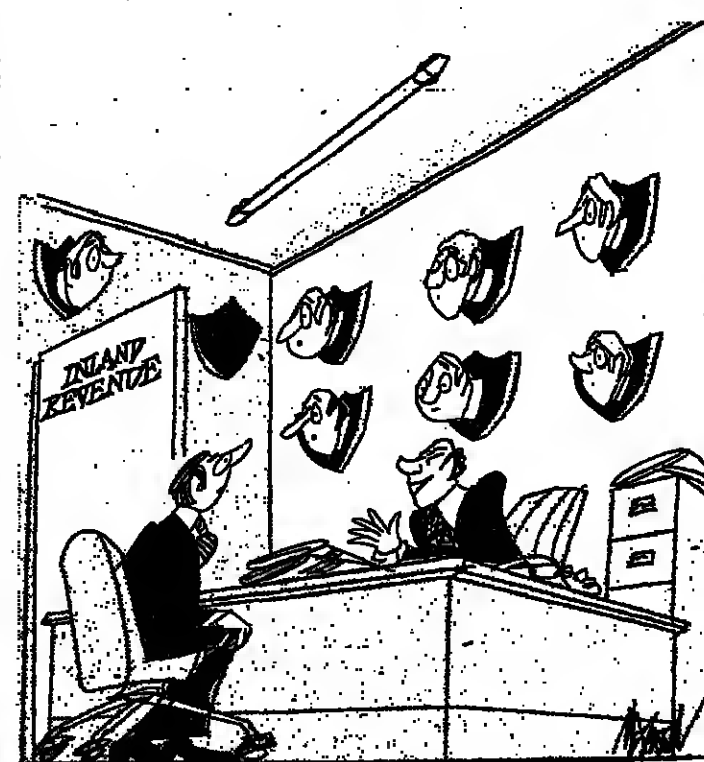
This is how it works. The XYZ Company Limited has an internal check system, a full staff of competent accountants and a good record with regard to payment of corporation tax. Yet let us suppose that for some reason the annual audit is delayed, so that the amount of tax due is an unknown quantity. What then are the directors to do?

Usually in such a case, the company secretary receives an estimated assessment, which he hands to the tax adviser. The assessment notice, by its very nature, is arrived at purely by guesswork on the part of the tax inspector for the district. The tax calculated on the estimate may differ considerably from the figure eventually agreed with the inspector.

Unsettling

Probably the tax adviser will agree that the secretary should pay the amount shown on the notice. However, in due course the audit is completed, the accounts are finalised and the correct corporation tax liability is arrived at. That figure may be considerably higher than the estimated assessment. XYZ's secretary pays the difference, and thinks that the matter is settled. But it is not that simple.

The collector of taxes now



"They were all overdue with their tax!"

writes to XYZ, demanding interest at 12 per cent on the difference between the estimated tax and the agreed tax. Thus a company of good repute, doing its best to comply with the law, is penalised for a delay not of its own causing.

But does the Inland Revenue ever pay interest to a taxpayer who has overpaid tax? In all my 53 years' professional experience, I have not come across such a case.

The interest demand is particularly irritating when an inspector of taxes has been lax and allowed a matter to hang fire because he has been under too much pressure to find time to settle it.

Most UK taxpayers are dealt with under PAYE and are thus not affected by interest on over-

due tax. But companies both large and small do suffer from it, as do the thousands of self-employed. However, no MP has yet raised the matter in the House of Commons.

In my view, the interest, which was originally levied at 3 per cent, then at 9 per cent, and only since the start of the year at 12 per cent, should be applied only in cases where taxpayers have deliberately delayed payment of tax.

Another example of harassment by the Revenue authorities relates to the introduction of interest on dividend tax. Tax at the standard rate must be paid by a company within two weeks of the payment of a dividend to shareholders. If the company fails to do this, it is liable to an interest charge.

The interest threat is contained in the notes on the return form, which must be forwarded with the dividend tax. When the charge first came in, I wrote to the Board of Inland Revenue, pointing out that the printed instructions should be easier to understand. However, that has never been done.

Here I must make clear that I am not hostile to the Inland Revenue, which is most helpful to accountants. Inspectors of taxes are not ogres. They often put themselves out to help individual taxpayers and assist them to obtain the benefits to which they are entitled.

Relentless

The reason, it seems to me, for the severe attitude adopted by the Inland Revenue towards interest on overdue tax is that the tax authorities are in two groups, the hardliners and the moderates. The Treasury is pulling severe pressure on the latter. Similarly, district inspectors are subject to continuous demands to get in as much tax as possible.

I have found that if an inspector is too lenient and fails to prod taxpayers in his district with sufficient intensity, he is liable to be removed and even demoted. Thus the pressure on taxpayers and their agents, as accountants are termed, is relentless and often unreasonable. I foresee a future in which fewer of my profession remain in private practice.

The hardness of us will weather the storm of long, inquisitorial letters, countless queries, production of books and working papers, and endless appeals. But most accountants will go into industry or the Civil Service, beaten by the unequal battle with the Inland Revenue machine.

Mr. Shankland is a chartered accountant in Cardiff.

CONTRACTS AND TENDERS

PETROLEO BRASILEIRO S.A. — PETROBRAS RIO DE JANEIRO — BRAZIL

ANNOUNCEMENT OF COMPETITIVE BIDDING SUPEX — 05/80

- PETROBRAS announces the opening of a competitive bidding for petroleum exploration in areas located onshore and offshore Brazil.
- The relevant contracts shall be executed in the form of service contracts, with risk clause, provided that CONTRACTOR'S remuneration shall be contingent upon the achievement of commercial production from the fields discovered and developed by the CONTRACTOR.
- Companies to enter into such contracts shall have technical and financial capacity, provided that companies domiciled outside Brazil shall also demonstrate experience and tradition in exploration and development of petroleum fields. Companies are requested to contact PETROBRAS in order to obtain the application form at one of the addresses below:

- AV. REPUBLICA DO CHILE, 65-18° ANDAR, SALA 1858 — RIO DE JANEIRO, BRASIL.
- 77 SOUTH AUDLEY STREET, 2ND FLOOR, LONDON, W1Y 5TA, ENGLAND.
- 1221 AVENUE OF THE AMERICAS, 22ND FLOOR, NEW YORK, N.Y. 10020—U.S.A.
- 66 AV. CHAMPS ELYSEES, 8EME ETAGE, PARIS — 75008 — FRANCE

The said application form is to be filled in by the interested company and then returned to any one of the addresses indicated above, by 5 p.m. (local time) the 30th June 1980.

- Each company will be informed as from 21st July, 1980, of the result of its application in the preliminary selection and of the basic conditions it must comply with for the purpose of making its bids.
- Participation in the said preliminary selection does not and shall not imply the granting of any guarantees, privileges or rights whatsoever to any of the interested companies, it being understood that PETROBRAS is absolutely free, at its sole discretion, to cancel, remake or dispense with such preliminary selection, or invite whichever company it may choose in order to contract with for the execution of the services referred to in this Announcement.

Rio de Janeiro, May 12th, 1980.

DEPARTMENT OF EXPLORATION CONTRACTS
— SUPEX —
LAURO VIERA / SUPEX / SUPERINTENDENT

NIGERIAN COAL COMPANY OF ANOU ARAREN

INTERNATIONAL NOTICE OF PREQUALIFICATION

THERMAL POWER STATION OF ANOU ARAREN
HOUSING ESTATE FOR THE PERSONNEL, 2nd SECTION

The Nigerian Coal Company of Anou Araren will soon make a call for bids for the overall erection of a second section of housing units in the personnel housing estate of the Anou Araren power station.

The housing estate is 2 km from the power station, which itself is located 70 km north-west of Agadoc (North Niger). There is easy access, thanks to a tarred road from the town.

The works concern 124 two- and three-room housing units, built in bungalow style in the traditional housing style of the country, with interior fittings of standard comfort. The works will start October 1, 1980, and shall be completed within a maximum of 18 months, together with a road system and various networks. The call for bids will open on June 10, 1980.

The firms which are interested must provide, before May 25, 1980, in duplicate, the references usually required for a preselection, such as: experience in similar works, organization of the firm, means in personnel and equipment, financial structure of the company.

One copy shall be sent to:

Monsieur le Secrétaire Général de SONICAR
Société Postale 724, NIAMEY (Niger).

And the other copy to:

ELECTRICITE DE FRANCE
Direction des Affaires Extérieures et de la Coopération
68 rue du Faubourg Saint Honoré, 75008 PARIS.

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TRAVEL

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COMPANY NOTICE

THE ZEMITH CARBONATE COMPANY LIMITED

NOTICE IS HEREBY GIVEN that, subject to approval in General Meeting, a dividend of 2.5 pence per share will be payable on the 23rd May, 1980, in respect of the year 1979 to shareholders of the Company who are registered at 5.00 p.m. on the 22nd April, 1980.

Share warrants to bearer will be paid at the offices of the Company's Registrars, The General Agency & Trust, Bourne House, 24, Ecclestone Road, Beckenham, Kent, BR3 4TU, on or after 23rd May, 1980.

By Order of the Board,

F. W. SUMNER, Secretary,
Honeywell Lane,
Stammore,
Middlesex,
May, 1980.

LOCAL AUTHORITY BONDS

Every Saturday the Financial Times publishes a table giving details of LOCAL AUTHORITY BONDS

on offer to the public

For advertisement details please ring
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Extn. 266

THE FAIR YOU CAN'T AFFORD TO MISS!



Come to Rotterdam and meet the new generation of India's industry!

Looking for new products, new ideas, new possibilities? Come to the India Industrial Fair in Rotterdam.

From 19 through 23 May, you'll find in the Ahoy Exposition Centre the largest presentation of India's technical export potential ever. Over 200 participants will be there to demonstrate the range and the quality of their products.

You'll meet the new generation: India's young and enterprising manufacturers, ready to market to the rest of the world. They'll offer you products geared to the demanding European markets. At prices that are very, very competitive, possibly considerably lower than you are paying now... for the same quality!

They can also be your ideal partners for joint ventures in the developing countries. And they can act as suitable subcontractors. Yes, this is a fair you can't afford to miss. After all, if your competitors are going to be there, shouldn't you?

Meet the people, see the products. At the fair you will meet participants and their products in the following sectors: industrial machinery; transport & traffic; machine tools (including accessories and cutting tools); hand

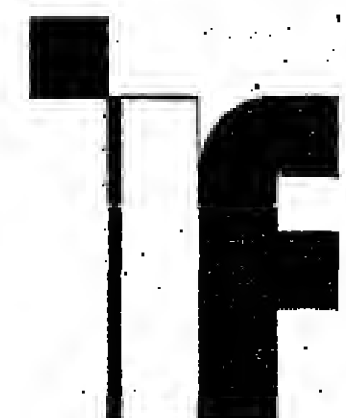
and small tools; electrical engineering; electronic & communication systems; industrial castings and forgings; iron, steel & non-ferrous metal products; chemical and allied products; project & technical consultancy, including subcontracting and joint-ventures.

For more information.

The India Industrial Fair is organized by the Trade Development Authority of India.

For more information: Association of Indian Engineering Industry, c/o Confederation of British Industry, 21 Tothill Street, London SW 1H 9LP, England. Phone: (01) 930 6711. Telex: 21332 cbi g.

INDIA INDUSTRIAL FAIR



AHOY CENTRE ROTTERDAM May 19-23, 1980.

Coupon Send in the coupon for free admission cards.

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Company _____

Address _____

Country _____

Coupon to be sent to: TDA/CBI, P.O. Box 30009, 3001 DA Rotterdam, the Netherlands. Phone (10) 13 07 87. Telex 27151 cbi bz.

OVERSEAS NEWS

China reverts to a 1950 economic custom The statistics of change

BY COLINA MACDOUGALL

CHINA'S year-old strategy of economic "readjustment" faces some dangerous hurdles, according to the State Statistical Bureau's communique published last week on the country's progress in 1979.

The communique shows an encouraging desire by the Chinese to conform to international practice. After a 20-year blackout, Peking has apparently now reverted to its 1950s custom of issuing regular statistics. But the communique, despite the successes, reveals underlying problems which could undermine some of the economic successes of last year. Target figures for the agricultural and industrial growth in 1980—published separately last month—showed that the rate of increase will fall, while hints about over-inflating suggest that inflation is a very real problem.

China's "readjustment" policy was designed to channel investment away from heavy industry into light industry and agriculture to provide the Chinese with a better diet and more consumer goods.

In agriculture this apparently worked well. The grain harvest beat the target—partly a result of reasonable weather but also aided by higher prices offered to farmers by the state.

A question-mark remains over the actual size of the grain figure given by the State Statistical Bureau as the Chinese have increased its several times since last autumn.

has given the consumer a much better deal. Rural incomes apparently went up by more than 10 per cent and the average worker's wage rose by 8.5 per cent. With the extra money people were able to feed themselves better, buy more clothes and perhaps a radio or even a TV. Retail sales increased by 15 per cent. These consumer goods were produced by a light industry expanding at a rate of nearly 10 per cent—some encouragement for a population weary of empty promises about the benefits of socialism.

This, however, is not the whole picture. The Chinese have already shown alarm over how much prices have risen (a Peking directive on price control was issued only a few weeks ago). Although above target, output has not been enough to mop up spending power.

Inflationary pressure is also fuelled by waste and over-spending in heavy industry and construction, not only causing huge losses, as the Chinese freely admit, but also straining up future trouble.

The communique reveals that the growth of heavy industry rose marginally above its planned level last year (7.7 per cent instead of 7.6 per cent), but, worse, almost a quarter of state-owned enterprises—nearly as many as Chairman Hua reported to the National People's Congress last June—were still running at a loss and the quality of products did not meet previous tests. Despite the increases in pro-

duction last year, the overall trend in the rate of growth has been downward since 1978. True, the Chinese are deliberately slowing growth as part of the readjustment process, but this cannot be allowed to continue too long.

The only target figures so far issued for 1980 (totals for industrial and agricultural growth together and separately) show an expected fall in industrial growth to only 6 per cent. In contrast, the long-term trend of industrial expansion estimated by U.S. experts on China was 9 per cent-10 per cent annually for the 1965-78 period. (See China: A Statistical Compendium, July, 1970, National Foreign Center, Washington.)

If the Peking leadership is to fulfil its commitment to increasing prosperity, a reversal of the trend will be needed. The National Income figure, which the Chinese for the first time this year, works out at only \$332 per head. Annual percentage increases for 1977-79 show that the growth rate in National Income is dropping. Inflation may erode it, too.

But this may not yet give cause for alarm. The only statistics with which the National Income figures are comparable (because of the total lack of a previous Chinese series) are U.S. estimates of China's GNP (National Income figures unlike those for GNP, do not take account of depreciation or indirect taxation and neither of these is significant in China). They show an average annual

CHINA ECONOMIC INDICATORS				
	1978	1979	1977	1976
National income	\$210.0bn	\$224.7bn		
Gross value industrial and agricultural output	\$379.3bn	\$411.0bn		
Gross value industrial output	\$282.0bn	\$306.0bn		
Gross value agricultural output	\$97.3bn	\$105.0bn		
Coal (m tonnes)	418.0	435.0		
Crude oil (m tonnes)	104.0	106.1		
Electricity (m kwh)	257.0	281.9		
Cotton cloth (m metres)	11.0	12.1		
Roller steel (m tonnes)	22.1	24.9		
Grain (m tonnes)	304.8	332.1		
Pork, beef and mutton (m tonnes)	8.5	10.6		
Oil-bearing crops (m tonnes)	5.2	6.4		

Source: State Statistical Bureau

	1977	1978	1979	1980
Increase in national income	8.0	12.0	7.0	—
Increase in gross value industrial and agricultural output	—	12.3	8.2	5.5
Increase in gross value agricultural output	—	8.9	8.6	3.8
Increase in gross value industrial output	—	13.5	8.5	6.0

Source: Official publications

* Includes output of agriculture, industry, building, transport, communications and commerce, but not services.

growth from 1952-77 of only 6 per cent compared with the National Income 1977-79 average of 9 per cent.

However, the Chinese cannot neglect the problem. Fluctuations in growth in National Income in 1977-79 suggest that it is much more closely linked to the performance of industry than agriculture. But industrial expansion as practised in China is highly inflationary—funds are pumped in without a corresponding increase in productivity

or revenues.

In an authoritative article last autumn, the President of the People's Bank of China said: "Capital construction pushes financial departments, financial departments push the Bank and the Bank issues banknotes."

Overcoming these problems will require more economic understanding and administrative flair at middle management levels than Peking seems able at present to deploy.

Bahrain moves slowly on trade union recognition

BY OUR BAHRAIN CORRESPONDENT

BAHRAIN IS taking its first cautious steps towards organising recognised trade unions, according to the principles enshrined in the constitution and in the 1978 labour law for the private sector.

As a member of the Arab Labour Organisation and the International Labour Organisation, Bahrain sends a tripartite delegation representing government, employers and workers to international labour conferences. More than a dozen labour conventions are awaiting ratification, on everything from freedom of association to pay and conditions of work.

The present move towards democratic labour representation, starting with joint consultative committees in major industrial and commercial companies, seems to be a government response to international obligations, rather than the result of a spontaneous demand from the 50,000-strong Bahraini labour force, outnumbered two to one by foreigners from India, Pakistan, the Far East and, to a lesser extent, from the West. These expatriates are a transient population, and only a few professionals show signs of solidarity.

An industrial dispute in 1973 at the two-year-old aluminium smelter ended in police intervention, with several arrests and nearly 200 workers losing their jobs. Two years later, around the time of the dissolution of the National Assembly

(parliament), what is now described as a misguided attempt to organise workers into a political force was quashed and those considered responsible were imprisoned.

A delegation from the International Federation of Arab Trade Unions, led by Mr. Hameed Jalloud, the federation's Libyan secretary-general, visited Bahrain recently for an exchange of views on labour policy, and in a joint declaration with the Ministry of Labour and Social Affairs congratulated the Bahrain Government on having released several detained Unionists.

The delegation expressed the hope that other imprisoned unionists would be set free, to improve the climate of co-operation. Government officials confirmed that one or two detainees were still being held, although "more than three" had been released after three years in prison.

In the past, the International Federation of Arab Trade Unions refused to recognise any labour association in Bahrain, except under the terms of a fully-fledged union law. The federation now seems willing to compromise on a step-by-step approach.

The preconditions for introducing a union law by the mid-1980s, or possibly sooner, have been clearly stated. They are the emergence of a responsible leadership and the absence of political affiliations. It

remains to be seen whether a labour organisation, as a significant pressure group seeking popular support, can divorce itself entirely from politics.

A labour services council has been set up to promote workers' education as well as care and welfare. The labour law makes no discrimination between workers, but the care and welfare services obviously aim to take care of housing, catering, health and recreation for migrant workers.

Workers' representatives on the consultative committees are to form an advisory body known as the Interim Labour Committee, which is entitled to be consulted on draft legislation and on matters affecting workers' rights and conditions.

They may also submit proposals on minimum wages, based on cost-of-living studies and on the correlation between wages and productivity.

Sheikh Isa bin-Mohammed Al-Khalifa, the Labour and Social Affairs Minister, told the Financial Times: "The mistake in 1975 was in mixing labour activities with politics. The climate has now changed. We have a good labour law and a good social security law, and we are being very careful to move gradually. He said workers' leaders would be assured of the protection of the courts, provided they respected trade union legislation and the provisions of the criminal code.

BARLOW RAND LIMITED

(Incorporated in the Republic of South Africa)

INTERIM REPORT TO SHAREHOLDERS

FOR THE SIX MONTHS ENDED 31 MARCH 1980

CONSOLIDATED PROFIT

The unaudited consolidated results of Barlow Rand Limited and its subsidiaries for the six months ended 31 March 1980, together with the results for the same period last year and the audited results for the year ended 30 September 1979 are:

	Six months ended 31 March 1980	1979	Percentage increase	Year ended 30 Sept. 1979
Turnover	£37,702	£35,102	46%	£260,959
Group operating profit	107,787	69,236		160,236
Income from investments	9,680	4,843		13,658
Profit on sale of shares less amounts written off	628	—		404
Group profit before taxation	118,095	74,079	59%	174,298
Taxation	39,651	29,654		63,050
Group profit after taxation	78,444	44,425	77%	111,248
Attributable to:				
— outside shareholders in subsidiaries	27,571	14,739		34,812
— 6% preference shareholders in Barlow Rand Limited	12	12		24
— ordinary shareholders in Barlow Rand Limited	50,861	29,674	71%	76,412
Number of ordinary shares upon which earnings per share is based (000s)	122,155	115,510*		116,641*
Earnings per ordinary share	41.63p	25.68p	62%	15.49p
Dividends per ordinary share	9.94p	6.63p	50%	20.98p

NOTE: The Rand has been converted to Sterling at IR = £0.55218 and this rate of exchange has also been used for comparative figures.

* Includes preferred ordinary shares.

RESULTS, TRADING CONDITIONS AND PROSPECTS

FOR THE YEAR ENDING 30 SEPTEMBER 1980

In general, the growth in profits and earnings per share reflect the improved performance of the South African economy. Earnings benefited further by a reduction in the effective rate of taxation arising from higher dividend income and through greater utilisation of taxation allowances on new plant and machinery.

A strong domestic market for stainless steel and sustained export demand for ferrochrome resulted in Middelburg Steel and Alloys earning higher profits. The mining division benefited from increased coal revenues. The improvement in consumer demand and the strong recovery in the construction and building industries resulted in higher turnovers and profits in the cement and lime, building materials and steel distribution, paint and packaging divisions. The household appliances and electronics divisions earned increased profits from household appliances but these were offset by lower profits in electronics. The profits of C. G. Smith & Co. Ltd. were consolidated with effect from 1st January 1980. All the companies in the C. G. Smith Group have performed well and their results have come up to expectations.

Income from investments rose sharply due to increased dividends from gold mining investments.

Whilst the economic of South Africa's major trading partners are entering a period of recession, it is unlikely that this will impact seriously on the South African economy this year other than to slow down growth of exports. With the large balance of payments surplus on current account likely to continue the South African economy should remain strong for the remainder of this year. As a result, the group's earnings will show a substantial improvement over 1979 although the rate of increase in earnings recorded during the first six months is unlikely to be maintained.

DIVIDENDS

A preference dividend of 6 per cent for the half year ended 31 March 1980 was declared on 14 March 1980, payable on 30 April 1980.

An interim ordinary dividend of 18.0 cents per share has been declared and a formal notice of this declaration is published herewith. For the half year ended 31 March 1979 an interim ordinary dividend of 12.0 cents per share and a preferred ordinary dividend of 18.0 cents per share were declared.

For and on behalf of the Board

A. M. ROSSHOLT (Executive Chairman)
G. W. DUNNINGHAM (Vice Chairman)

9 May 1980

ORDINARY DIVIDEND NO. 101

Notice is hereby given that a dividend of 18.0 cents per share has been declared as an interim dividend payable to shareholders registered in the ordinary share register of the company at the close of business on 30 May 1980.

The transfer books and registers of ordinary members of the company in South Africa and the United Kingdom will be closed from 31 May to 6 June 1980, both days inclusive, for the purpose of determining shareholders to whom the dividend will be paid. Dividend warrants will be posted to shareholders on or about 18 July 1980.

This dividend is declared in the currency of the Republic of South Africa and the rate of exchange at which the dividend will be converted into United Kingdom currency for the payment of dividends from the United Kingdom share transfer office will be the telegraphic transfer rates of exchange between South Africa and the United Kingdom ruling on the first business day after 27 June 1980.

In terms of the South African Income Tax Act, 1962, as amended, a non-resident shareholder's tax has been imposed on dividends payable to:

- (a) Persons other than companies, not ordinarily resident nor carrying on business in South Africa; and
 - (b) Companies which are not South African companies.
- The company will accordingly deduct the tax from dividends payable to shareholders whose addresses in the share register are outside the Republic of South Africa at the rate of 14.0706 per cent.

By order of the Board

W. C. WARRINER
Group Secretary

Registered Office:
Barlow Rand
Katherine Street,
Sandton,
2196 - South Africa
(P.O. Box 78-2248
Sandton
2146 - South Africa)

Transfer Secretaries:
Rand Registrar Limited,
2nd Floor, Devonshire House,
49 Johannesburg Street,
Johannesburg,
2001 - South Africa
(P.O. Box 31719
Braamfontein,
2017 - South Africa)

United Kingdom Registrar:
Lloyds Bank Limited,
Registrar's Department,
The Casework,
Goring-by-Sea,
Worthing,
West Sussex BN12 6DA,
England.

9 May 1980

Confident outlook for the 1980's after a decade of achievement.

Points from the Statement by J. P. Du Cane,
Chairman, Selection Trust Limited

During the past decade assets have more than doubled and gross income has risen five-fold.

The Group's vigorous exploration policy, continued throughout the 1970's, has been rewarded with the discovery of six mines.

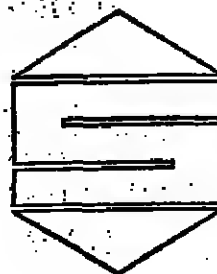
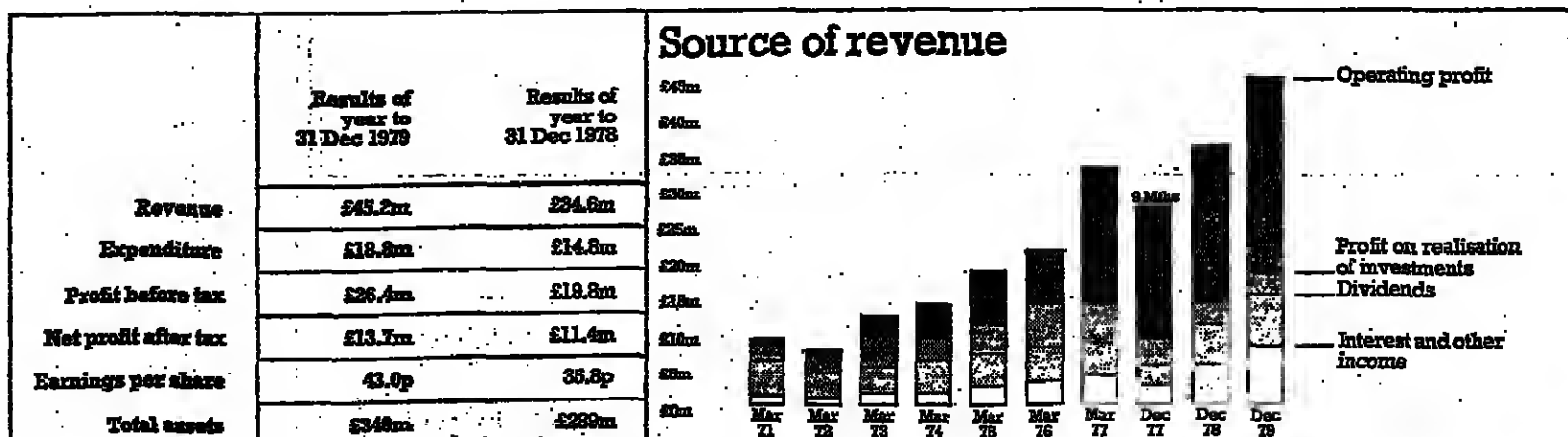
The acquisition programme was successful in providing sources of income during the years required to bring mining projects to production. The UK acquisitions have continued to grow and expand their activities and now form an important base in the UK.

During the 1970's we developed what was for us a totally new area of business: energy and energy-related activities. We have every intention of expanding this area of business as our knowledge and confidence increase.

Our immediate requirement is to find the next generation of mines, our search concentrating on high-grade base metal deposits as well as precious metals and diamonds.

1979 has been a year of further growth in earnings and assets, which should continue in 1980 with a full year of operations at Agnew, increased flow of dividends from Amax and Unisel, and development of Teutonic Bore, Selbaie and Alligator Ridge prior to their anticipated start of commercial production during 1981.

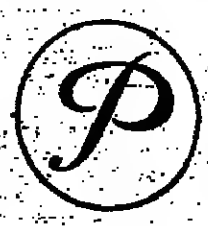
Our new mining projects will not only lead to a major change in the Group's earnings but will lay an increasingly strong foundation for their further development and our ability to undertake other mining ventures.



SELECTION TRUST

The Annual General Meeting will be held on 29 May 1980. Copies of the full statement and annual report and accounts may be obtained from The Secretary, Selection Trust Limited, Selection Trust Building, Masons Avenue, London EC2V 8BU.

Envelopes should be clearly marked "PEERLESS" in the top left-hand corner.
Although every effort will be made to deliver application forms to
Ger Friedlander Ltd., at 20 Cannon Street, London EC4A 6XE no liability is accepted
by the above mentioned firm.



PEERLESS LIMITED



Offer for Sale by

Singer & Friedlander Limited

of
3,181,800 Ordinary Shares of 25p each at 100p per share,
payable in full on application

The Application List for the Ordinary Shares now offered for sale will open at 10.00 a.m. on Thursday, 15th May 1980.

Copies of this Offer for Sale, having attached thereto the documents specified below have been delivered to the Registrar of Companies for registration.

Application has been made to the Council of The Stock Exchange for the whole of the issued Ordinary Share Capital of Peerless Limited ("the Company") to be admitted to the Official List.

This Offer for Sale includes particulars given in compliance with the Regulations of the Council of The Stock Exchange for the purpose of giving information with regard to the Company. The Directors have taken all reasonable care to ensure that the facts stated herein are true and accurate in all material respects and that there are no other material facts the omission of which would make misleading any statement herein whether of fact or of opinion. All the Directors accept responsibility accordingly.

The shares now offered rank in full for all dividends hereafter declared or paid on the Ordinary Share Capital of the Company.

Authorised	Share Capital	Issued and fully paid
£4,000,000	in 16,000,000 Ordinary Shares of 25p each	£3,229,300

Indebtedness
At the close of business on 18th April 1980, the Company and its subsidiaries ("the Group") had outstanding acceptance credits of £500,000, medium term secured bank loans of £1,347,090, secured bank overdrafts of £2,032,502, hire purchase commitments of £83,970. Save as disclosed herein and apart from inter company borrowings and guarantees within the Group neither the Company nor any of its subsidiaries had outstanding at that date any loan capital or loan capital created but unissued, mortgages, charges or other borrowings or indebtedness in the nature of borrowing, including bank overdrafts and liabilities under acceptances (other than normal trade bills) or acceptances credits, hire purchase commitments or guarantees or other material contingent liabilities.

DIRECTORS
WILLIAM STANLEY JORDAN (Chairman)
Priory Road, Aston, Birmingham, B6 7LE
ALAN GORDON JONES C.ENG., M.L.MECH.E.
(Joint managing director)
Priory Road, Aston, Birmingham, B6 7LE
CHARLES MATTHEW JORDAN (Joint managing director)
Priory Road, Aston, Birmingham, B6 7LE
IVOR TAYLOR, F.C.A., F.C.M.A., J.Dip. M.A.
Priory Road, Aston, Birmingham, B6 7LE
JOHN MALCOLM WARDLE (Non-Executive)
Rutland House, Edmund Street, Birmingham, B3 2RJ
SECRETARY AND REGISTERED OFFICE
IVOR TAYLOR, F.C.A., F.C.M.A., J.Dip. M.A.
Priory Road, Aston, Birmingham, B6 7LE

REPORTING ACCOUNTANTS
TOUCHE ROSS & CO., Chartered Accountants
Hill House, 1 Little New St., London, EC4A 3TR
AUDITORS
TOUCHE ROSS & CO., Chartered Accountants
Kensington House, 138 Suffolk Street Queensway,
Birmingham, B1 1LL
BANKERS
MIDLAND BANK LIMITED,
168-170 New Street, Birmingham, B1 9NP
BARCLAYS BANK LIMITED,
P.O. Box 48, 28 George Street, London, LU1 2AE
and at
16 High Street, Harpenden, Herts, AL5 2TD
LLOYDS BANK LIMITED,
28/30 Newtown Shopping Centre, Birmingham, B19 2SE

RECEIVING BANKERS
SINGER & FRIEDLANDER LIMITED
20 Cannon Street, London, EC4M 6XE
BROKERS
HOARE GOVETT LIMITED
Heron House, 319-325 High Holborn, London, WC1V 7PB
and at
27 Throgmorton Street, London, EC2N 2AN
MURRAY & CO.
Beaufort House, 94-96 Newhall Street,
Birmingham, B31 1PE

SOLICITORS TO THE COMPANY
EDGE & ELLISON, HATWELL PRITCHETT & CO.
Rutland House, 148 Edmund Street, Birmingham, B3 2JR
TO SINGER & FRIEDLANDER LIMITED
PINSNET & CO.
Post and Mail House, 26 Colmore Circus,
Birmingham, B4 6BH
REGISTRARS AND TRANSFER OFFICE
MIDLAND BANK LIMITED,
Registrars Dept., Courtwood House,
Silver Street Head, Shiffeld, ST 3RD
PROPERTY VALUERS
GRIMLEY & SON
2 St. Philip's Place, Birmingham, B3 2QQ
EDWARDS, BIGWOOD & BEWLEY
78 Colmore Row, Birmingham, B3 2HG

HISTORY
The Company was incorporated in England on 2nd March 1920 as Peerless Stampings Limited. The Chairman and the Joint Managing Directors are sons of the founder directors, Messrs W. P. Jones and W. D. Jordan.
The original business of the Company was the manufacture of hot brass stampings and machined parts for use in the building, plumbing and gas industries. During the last ten years, its activities have been substantially extended and diversified so that in the nine months to 31st December 1979 the original business accounted for less than 15% of profits. The trading undertaking and assets of the Company was transferred to a subsidiary on 23rd April 1980, and the Company now acts as a holding company for the Group.

SUMMARY OF BUSINESS
The Group's activities now cover the manufacture and merchandising of a wide range of products, primarily for the consumer market, including plastic containers, controls for domestic central heating systems, electronic test meters, brass and plastic water fittings, self assembly kitchen cabinets and brass and aluminium castings and pressings.
In their expansion strategy, the Directors have sought to strengthen the Group's position in the markets it serves, by broadening the range of manufacturing capabilities and by acquiring or developing within the Group significant outlets for certain of the Group's products. The wish to manufacture components competitive with brass-based products led the Group into aluminium foundries and into the manufacture of injection moulded plastics, which in its turn resulted in the Group developing similar capability in blow moulded plastics. The acquisition of a major customer for injection moulded products took the Group into electrochemical engineering. The merchandising of brass and plastic water fittings stemmed from the wish to expand the sales of the metal and plastic manufactured products. Many of the water fittings sold by the Group are used in domestic kitchens and thus fitted kitchen cabinets were seen as a complementary product for the Group to manufacture and market. The Directors are constantly considering the possibility of further acquisitions and new developments and regard their ability to make successful acquisitions as one of the factors behind the growth of the Group.
For the purposes of this prospectus, the activities of the various operating subsidiaries have been classified into four main divisions: Plastics, Electrochemical and Electronics, Water Fittings and Kitchen Furniture and Metals. In fact, the Group operates on a completely decentralised basis through individual subsidiaries whose Chief Executives are directly responsible to the Chairman or one of the two Joint Managing Directors of the Company. There is thus a direct and personal relationship between the Directors of the Company and the Chief Executives of the various subsidiaries, who are allowed substantial autonomy within the constraints of a "Jobcard" budget system, closely monitored by the Directors of the Company. The ability of individual companies to meet budgets and maintain a satisfactory return on investment is a factor in determining whether capital expenditure requests are sanctioned by the Board and which individual companies in the Group receive the greatest emphasis in the longer term plans for expansion of the Group.
As a result of the way in which the Group has developed, there is a substantial degree of inter-trading between Group companies. The electrochemical and electronics division provide a substantial outlet for the products of the Plastics division and the Water Fittings and Kitchen Furniture division similarly provides outlets for the Plastics and Metals divisions thus providing longer production runs which help to stabilise the earnings of the manufacturing companies.
Up until now only a very small portion of the Group's turnover has been exported, but this could rise as a result of new plastic products being developed together with increased exports by the Aluminium part of the Metals division.
The following table illustrates the growth of the main activities of the Group and the relative profit contribution of each of these activities in the last three financial periods for which audited accounts are available. The turnover for each division includes sales to external customers and to other divisions within the Group. The sales between divisions are shown as "Inter-Group" deductions in arriving at the Group turnover to external customers.

	Turnover		Profits	
	9 months to 31st March 1978	9 months to 31st December 1978	9 months to 31st March 1979	9 months to 31st December 1979
Plastics	£2000	£2000	£2000	£2000
Electrochemical & Electronics	3,967	4,979	4,760	520
Water Fittings & Kitchen Furniture	2,572	4,815	3,514	161
Metals	5,671	3,022	6,730	627
Inter-Group	10,079	11,599	5,432	942
	22,029	22,473	1,739	—
Less:				
Property associate company	—	—	(23)	(31)
Unallocated Central Overheads	—	—	(203)	(426)
Interest paid less received	—	—	(136)	(234)
Group Profit from continuing operations before taxation and extraordinary items	20,263	22,940	2,217	3,681

MANAGEMENT AND EMPLOYEES
Directors of the Company
William Stanley Jordan
Mr. Jordan is aged 56 and is Chairman of the Company. He has spent all of his working life with the Company and was first appointed as a director on 23rd January 1957 becoming Chairman on 1st October 1973 following the retirement of Mr. L. E. Jones. He is primarily responsible to the Board for the operation of the Electrochemical and Electronics and Plastics Divisions, and the Aluminium part of the Metals Division.
Alan Gordon Jones
Mr. Jones is aged 54 and is the brother of the former Chairman. He has been with the Company for the majority of his working life. He was first appointed as a director on 23rd January 1957, and was appointed as joint managing director on 7th March 1973. He is also joint Chairman of Engineering Concessions Limited ("E.C.L.").
Charles Matthew Jordan
Mr. Jordan is aged 54 and is the brother of Mr. W. S. Jordan. He has spent the whole of his working life in the service of the Company. He was first appointed as a director on 23rd January 1957, and was appointed joint managing director on 7th March 1973. He is responsible to the Board for the Brass operations of the Metals Division.
Ivor Taylor
Mr. Taylor is aged 52 and is Group Accountant and Company Secretary. He is a Chartered Accountant who spent 15 years in senior finance positions in industry before joining the Company in November 1973 as Group Accountant. He was appointed as a director on 21st April 1980.
John Malcolm Wardle
Mr. Wardle is 51. He is joint senior partner of the Company's solicitors. He has extensive experience as a company director and is currently Chairman of four listed companies and a director of four other listed companies, in addition to the Company. He was appointed as a director on 17th April 1980.

Divisional Chief Executives
Raymond George Cook
Mr. Cook is aged 54 and was a founder director of E.C.L. which was acquired by the Company in 1964. He is joint Chairman and Chief Executive of E.C.L. and is also responsible for the Glendale Furniture Division.
Anthony Bailey Jones
Mr. Jones is aged 47 and joined Barclay Stuart (Plastics) Limited ("Barclay Stuart") in 1972, and became managing director in 1974.
Terence Mark Randall
Mr. Randall is aged 51 and in 1960 founded Randall Electronics Limited ("Randall") which was bought by the Company in 1970. He is the chief executive of Randall and of Peerless Control Systems Limited ("Peerless Controls").
Arthur Stokes
Mr. Stokes is aged 56 and joined B.S.K. (Aluminium) Limited ("B.S.K.") in 1959. He was appointed as a director in 1968. It is his intention to retire within the next year but he will remain a consultant.
Godfrey Mervyn Thompson
Mr. Thompson is aged 48 and has been managing director of Peerless Plastics Limited ("P.P.L.") since it was founded in 1959.
Details of the other senior executives in the Group are shown in the sections dealing with the respective divisions.

Employees
The Group has approximately 1,600 employees. Contributory pension schemes are in operation for all full-time employees over the age of 25, who have been with the Group for less than 3 years. These provide benefits in accordance with good modern practice.

DETAILS OF DIVISIONS

Plastics Division
The principal subsidiaries and their chief executives are as follows:—
Peerless Plastics Limited ("P.P.L.")
Barclay Stuart (Plastics) Ltd. ("Barclay Stuart")
Peerless Foam Moulding Co. Ltd. ("Foam Mouldings")
P.P.L., which operates from modern freehold premises of approximately 37,900 sq. ft. in Tamworth can be divided into two sections.
The original business, which now accounts for approximately 30% of the company's turnover, is the manufacture of trade mouldings for the plumbing, domestic appliance and electrical and other industries. Approximately 70% of this turnover goes to other group companies, mainly water fittings for E.C.L. and technical mouldings for Randall.
The other section of P.P.L. is the manufacture of square and rectangular injection moulded plastic containers for the tea-coffee and other food industries; these are four major customers out of a total of approximately eighty.
Over the last few years, P.P.L. has invested heavily in fully automatic machinery and the equipment used for the moulded containers is in use for 120 hours per week and is the most advanced of its type in use in this country. As a result of this investment P.P.L. is able to produce high quality products at very competitive prices. Because of the rapid growth of this company it has been necessary to expand the premises at Tamworth and a new freehold factory of approximately 32,900 sq. ft. is in the course of construction and should be operational in the Spring of 1981.
Barclay Stuart, which operates from freehold premises of 42,500 sq. ft. in Luton, manufactures and sells round bowl and injection moulded plastic containers for the packaging of products such as adhesives, chemicals, detergents, food products and plastics. The business is run on a sophisticated microprocessor controlled multi-station press. In comparison with other forms of plastic moulding, foam thermoplastic offers greater precision in larger products and the ability to mould thick sections of material. The product is particularly suitable for the containers of computer ancillary equipment, for doors and panels for the furniture industry and for leisure products such as components for boats.
Foam Mouldings is only just commencing production and will make start-up losses, but the Directors of the Company are optimistic about its future prospects. The Joint Managing Directors are Mr. N. Whiteley, aged 49, also Works Director of P.P.L. and Mr. S. A. Jordan aged 29.
A. C. Estop & Co. Limited ("Estop") was acquired on 31st August 1979. Estop was a partnership until 1st October 1979 when it was converted into a limited company. It is a manufacturer of plastic products at Stroud as a manufacturer of blow and moulded vials and containers for the toiletries industry. The division has a total of approximately 385 employees.

Electrochemical and Electronics Division
The two companies in this division are Randall Electronics Limited ("Randall") and Peerless Control Systems Limited ("Peerless Controls"). The Managing Director of both is Mr. T. M. Randall.
Randall's principal product is a range of time controls for domestic central heating systems, for which Randall estimates it has about half the total United Kingdom market. Approximately half of the houses and flats in the United Kingdom are still without central heating and because of this and the need to provide a central heating system, Randall considers that the market for this product is little affected by variations in housing starts each year.
Randall's other main product is an electronic test meter, which has now been fitted to approximately 30% of London taxi cabs, and Randall believes there is potential for future sales outside London and also abroad. Profit margins on the product are at the moment small, but discussions are in progress with the sole distributor with a view to negotiating selling prices.
Randall plans to use the electronics expertise it has gained in developing the test meter to produce an electronic version of the central heating time switch, which will offer substantial advantages over the present electro-mechanical product. The first model is expected to be available in 1981. Sales of time switches are through Randall's own salesforce and local agents, mainly to builders, merchants and original equipment manufacturers.
Randall occupies freehold premises of 54,400 sq. ft. at Bedford. Its activities are the assembly of bought-out components and the production of sub-assemblies supplied by P.P.L. Great importance is attached to design, development and testing of all Randall products.
In addition to Mr. Randall, senior management consists of:—
Mr. H. Cook, aged 33, Technical Director, in charge of design, development and testing; Mr. A. King, aged 42, Sales Director; Mr. M. Perry, aged 38, Works Director; and Mr. G. Briggs, aged 32, Financial Controller.
Mr. Randall also has overall responsibility for a sales subsidiary, Peerless Controls. This company, whose Executive Director is Mr. M. Ciesler, aged 33, was formed to develop new products for this division. Three products are currently being developed:—
(a) a sophisticated computer based system for the non-destructive testing of metals, involving the use of X-rays;
(b) a variable speed drive for use with AC motors;
(c) an irrigation control using microprocessor technology.
All these products are still in the course of development but it is hoped that they will make a useful and growing contribution to the Electrochemical and Electronics Divisions in the future.
Peerless Controls occupies leasehold premises of 5,200 sq. ft. at Milton Keynes.
The division has a total of approximately 230 employees.

Water Fittings and Kitchen Furniture Division
The principal company in this division is Engineering Concessions Limited ("E.C.L."), whose Chief Executive is Mr. R. G. Cook.
E.C.L., which operates from modern freehold premises of approximately 54,000 sq. ft. on an industrial trading estate at Sandycroft, near Chester, assembles and markets brass and plastic waste units for sinks, basins and baths, many of which are bought from other group companies. It also sells a wide range of bought in taps and household fittings.
E.C.L. also operates a business known as Glendale Furniture Company ("Glendale") from modern freehold premises of approximately 125,000 sq. ft. also at Sandycroft. It manufactures and sells the "Glendale" range of self-assembly kitchen furniture. Sales of Glendale furniture are made through Group owned leasehold depots in Glasgow and Gatwick and through exclusive agents in Birmingham, Bristol, Leeds, East Anglia and Ireland. E.C.L. products are also sold through these depots and agents and in addition the company employs ten salesmen who sell to builders, merchants and the plumbing trade.
The Glendale factory is equipped with modern automatic cutting, shaping and handling machinery.
Peerless Homecentres Limited is a wholly owned subsidiary of E.C.L., which plans to sell a range of bathroom, kitchen and bedroom furniture from its own leasehold premises throughout the country, the first of which was opened in Derby in December 1979. Further premises have recently been opened in Newcastle-under-Lyme, and four other sites are under consideration. The Managing Director, Mr. John Lewis, aged 34, has had 12 years experience in the home improvement industry. E.C.L. has offered to sell to Mr. Lewis 10% of the capital of Peerless Homecentres Limited, on terms to be agreed.
In addition to Mr. Cook, senior management consists of Mr. D. Wilson, aged 53, Managing Director of E.C.L., Mr. A. Garvey, aged 46, Sales Director of Glendale, Mr. P. V. Edwards, aged 37, Southern Region sales director and Mr. G. Wilson, aged 42, the divisional accountant. The division has approximately 235 employees.
On 7th May 1980 the Group acquired the share capital of John Dewhurst (Plumbing and Heating Products) Limited ("Dewhurst"), a company operating from Manchester which is complementary to the distribution activities of E.C.L. Further details of Dewhurst are given in Appendix II.

Anbit Estery Limited ("Anbit") was acquired in April 1979. Anbit plates plastic sink waste units mainly for E.C.L. and it operates from leasehold premises at Huddersley.
Management of the division is optimistic about future growth and in particular believes the new retail outlets have a good potential. The division has ample room for expansion on its Sandycroft site.
The division has approximately 250 employees.

DETAILS OF DIVISIONS

Metals Division
The division is engaged in the manufacture and sale of hot brass and aluminium pressings, aluminium gravity and pressure diecastings, gas fittings and contract tool making.
Brass Division
The principal operating companies are as follows:—
Peerless Stampings Limited ("Stampings")
Repsco (Engineering) Limited ("Repsco")
Regon (Clips & Pressings) Limited ("Regon")
Bowden Bros. & Co. (Manchester) Limited ("Bowdens")
Stringer Bros. & Mott Limited ("Stringers")
Outward Tools Limited ("Outward")
Stampings is based at Birmingham and specialises in the manufacture of hot brass and aluminium pressings, including some machining. Mr. C. A. Jordan, aged 32, is the senior executive and joined Stampings in 1970. The factory comprises some 50,000 sq. ft., which includes a new automatic stamping and machining department. Of the turnover, 40% goes to Group companies, the balance going to the building, gas and furniture goods industries. Management includes Mr. P. F. Umbers, aged 36, works manager, and Mr. S. R. Edwards, aged 27, the company accountant for Stampings and Outward.
Repsco produces cast metal billets for Stampings. Mr. A. C. Beard, aged 52, is works director.
Regon, which is based at Witney near Oxford, specialises in the manufacture of hot brass pressings, brass pressure diecastings, and pipe clips for the building, plumbing and general industries. A third of its turnover goes to other group companies. Mr. C. M. Jordan is at present managing director of Regon, but a new managing director is being recruited. Mrs. V. M. McDonnell, aged 44, is commercial director.
Bowdens, whose managing director is Mr. E. B. Hoey, aged 60, operates from Manchester and Stockport, and is engaged in the manufacture of a range of gas fittings for British Gas. E.C.L. and Dewhurst are taking an increasing amount of its output.
Stringers is based in Birmingham and provides specialist high precision machining and assembly for Group companies as well as selling fittings to the gas and domestic appliance industries. Sales to Group companies represent 50% of turnover. Senior management includes Mr. J. V. Knight, deputy managing director, aged 42.
Outward whose managing director is Mr. L. Gouding, aged 54, is also based in Birmingham and manufactures dies and tools for group and external customers.
The Brass division is currently showing a drop in orders, largely due to a decline in the gas industry.

Aluminium Division
This division operates through B.S.K. (Aluminium) Limited ("BSK") from premises in Birmingham and Landisford, Potters, and manufactures aluminium gravity and pressure diecastings such as transmission cases, fuel drive rods, cylinder heads and door covers. A major part of sales goes to B.L. Limited of which half is accounted for by Land Rover. However, the company is optimistic about sales to other car companies and significant sales are now being made to Europe and the United States of America. In addition to Mr. Stokes, senior management consists of Mr. J. Bonar, aged 44 who is the managing director, Mr. P. Radcliffe, aged 33 who is assistant managing director, and Mr. A. Bennett, aged 49, the financial accountant.
BSK also owns 49.9% of Newpeper Aluminium Limited ("Newpeper") based in the Republic of Ireland, which was formed in conjunction with Newman-Tonks Limited to manufacture overhead door closures and aluminium diecastings for motor cars. The company has considerable losses and has now ceased to trade. Closure costs applicable to the Group have been written off.
Profits for the year to 31st March 1980 were badly affected both by the engineering strike and by Newpeper. With these new behind them the directors are optimistic for the coming year.
The Metals division employs approximately 745 employees.

Associated Company
Peerless Crease Limited ("P.C.") is a property investment and development company which is jointly owned in equal shares by the Company and by Crease Limited, a company controlled by Mr. A. W. J. E. Jordan, managing director of P.C. Mr. Jordan is aged 57 and is the brother of Messrs W. S. and C. M. Jordan. He was the founder and managing director of Ashworth & Stewart (Holdings) Limited, residential and commercial property developers, which became a public listed company in 1964 and which was bought by Maidenhead Industrial Investments Limited in 1972. Since that date Mr. A. W. J. E. Jordan has carried out property development through his own private company, P.C.
The Board of the Company has decided that there will be no increase in the Group's financial commitment to P.C. With the agreement of Crease Limited, the Board of the Company has also decided that, apart from Astor House, the properties of P.C. will be realised as set out below.
The properties owned by P.C. are:—
1. Astor House, 101, 102, 103, 104, 105, 106, 107, 108, 109, 110, 111, 112, 113, 114, 115, 116, 117, 118, 119, 120, 121, 122, 123, 124, 125, 126, 127, 128, 129, 130, 131, 132, 133, 134, 135, 136, 137, 138, 139, 140, 141, 142, 143, 144, 145, 146, 147, 148, 149, 150, 151, 152, 153, 154, 155, 156, 157, 158, 159, 160, 161, 162, 163, 164, 165, 166, 167, 168, 169, 170, 171, 172, 173, 174, 175, 176, 177, 178, 179, 180, 181, 182, 183, 184, 185, 186, 187, 188, 189, 190, 191, 192, 193, 194, 195, 196, 197, 198, 199, 200, 201, 202, 203, 204, 205, 206, 207, 208, 209, 210, 211, 212, 213, 214, 215, 216, 217, 218, 219, 220, 221, 222, 223, 224, 225, 226, 227, 228, 229, 230, 231, 232, 233, 234, 235, 236, 237, 238, 239, 240, 241, 242, 243, 244, 245, 246, 247, 248, 249, 250, 251, 252, 253, 254, 255, 256, 257, 258, 259, 260, 261, 262, 263, 264, 265, 266, 267, 268, 269, 270, 271, 272, 273, 274, 275, 276, 277, 278, 279, 280, 281, 282, 283, 284, 285, 286, 287, 288, 289, 290, 291, 292, 293, 294, 295, 296, 297, 298, 299, 300, 301, 302, 303, 304, 305, 306, 307, 308, 309, 310, 311, 312, 313, 314, 315, 316, 317, 318, 319, 320, 321, 322, 323, 324, 325, 326, 327, 328, 329, 330, 331, 332, 333, 334, 335, 336, 337, 338, 339, 340, 341, 342, 343, 344, 345, 346, 347, 348, 349, 350, 351, 352, 353, 354, 355, 356, 357, 358, 359, 360, 361, 362, 363, 364, 365, 366, 367, 368, 369, 370, 371, 372, 373, 374, 375, 376, 377, 378, 379, 380, 381, 382, 383, 384, 385, 386, 387, 388, 389, 390, 391, 392, 393, 394, 395, 396, 397, 398, 399, 400, 401, 402, 403, 404, 405, 406, 407, 408, 409, 410, 411, 412, 413, 414, 415, 416, 417, 418, 419, 420, 421, 422, 423, 424, 425, 426, 427, 428, 429, 430, 431, 432, 433, 434, 435, 436, 437, 438, 439, 440, 441, 442, 443, 444, 445, 446, 447, 448, 449, 450, 451, 452, 453, 454, 455, 456, 457, 458, 459, 460, 461, 462, 463, 464, 465, 466, 467, 468, 469, 470, 471, 472, 473, 474, 475, 476, 477, 478, 479, 480, 481, 482, 483, 484, 485, 486, 487, 488, 489, 490, 491, 492, 493, 494, 495, 496, 497, 498, 499, 500, 501, 502, 503, 504, 505, 506, 507, 508, 509, 510, 511, 512, 513, 514, 515, 516, 517, 518, 519, 520, 521, 522, 523, 524, 525, 526, 527, 528, 529, 530, 531, 532, 533, 534, 535, 536, 537, 538, 539, 540, 541, 542, 543, 544, 545, 546, 547, 548, 549, 550, 551, 552, 553, 554, 555, 556, 557, 558, 559, 560, 561, 562, 563, 564, 565, 566, 567, 568, 569, 570, 571, 572, 573, 574, 575, 576, 577, 578, 579, 580, 581, 582, 583, 584, 585, 586, 587, 588, 589, 590, 591, 592, 593, 594, 595, 596, 597, 598, 599, 600, 601, 602, 603, 604, 605, 606, 607, 608, 609, 610, 611, 612, 613, 614, 615, 616, 617, 618, 619, 620, 621, 622, 623, 624, 625, 626, 627, 628, 629, 630, 631, 632, 633, 634, 635, 636, 637, 638, 639, 640, 641, 642, 643, 644, 645, 646, 647, 648, 649, 650, 651, 652, 653, 654, 655, 656, 657, 658, 659, 660, 661, 662, 663, 664, 665, 666, 667, 668, 669, 670, 671, 672, 673, 674, 675, 676, 677, 678, 679, 680, 681, 682, 683, 684, 685, 686, 687, 688, 689, 690, 691, 692, 693, 694, 695, 696, 697, 698, 699, 700, 701, 702, 703, 704, 705, 706, 707, 708, 709, 710, 711, 712, 713, 714, 715, 716, 717, 718, 719, 720, 721, 722, 723, 724, 725, 726, 727, 728, 729, 730, 731, 732, 733, 734, 735, 736, 737, 738, 739, 740, 741, 742, 743, 744, 745, 746, 747, 748, 749, 750, 751, 752, 753, 754, 755, 756, 757, 758, 759, 760, 761, 762, 763, 764, 765, 766, 767, 768, 769, 770, 771, 772, 773, 774, 775, 776, 777, 778, 779, 780, 781, 782, 783, 784, 785, 786, 787, 788, 789, 790, 791, 792, 793, 794, 795, 796, 797, 798, 799, 800, 801, 802, 803, 804, 805, 806, 807, 808, 809, 810, 811, 812, 813, 814, 815, 816, 817, 818, 819, 820, 821, 822, 823, 824, 825, 826, 827, 828, 829, 830, 831, 832, 833, 834, 835, 836, 837, 838, 839, 840, 841, 842, 843, 844, 845, 846, 847, 848, 849, 850, 851, 852, 853, 854, 855, 856, 857, 858, 859, 860, 861, 862, 863, 864, 865, 866, 867, 868, 869, 870, 871, 872, 873, 874, 875, 876, 877, 878, 879, 880, 881, 882, 883, 884, 885, 886, 887, 888, 889, 890, 891, 892, 893, 894, 895, 896, 897, 898, 899, 900, 901, 902, 903, 904, 905, 906, 907, 908, 909, 910, 911, 912, 913, 914, 915, 916, 917, 918, 919, 920, 921, 922, 923, 924, 925, 926, 927, 928, 929, 930, 931, 932, 933, 934, 935, 936, 937, 938, 939, 940, 941, 942, 943, 944, 945, 946, 947, 948, 949, 950, 951, 952, 953, 954, 955, 956, 957, 958, 959, 960, 961, 962, 963, 964, 965, 966, 967, 968, 969, 970, 971, 972, 973, 974, 975

APPROPRIATION OF PROFITS AND OFFER FOR SALE STATISTICS

By way of illustration only, the following table sets out how a profit before taxation of £3,800,000 for the year ended 31st March 1980 would be appropriated:

(a) excluding the costs of the Offer for Sale, and (b) (i) assuming an expected charge for corporation tax at a rate of 31.5 per cent based on the assumption on which the profit forecast has been prepared and taking into account capital expenditure, and projected stock levels, and (ii) assuming a notional tax charge at a rate of 52 per cent.

	(a) Expected tax charge at a rate of 31.5 per cent	(b) Notional tax charge at a rate of 52 per cent
Profit before taxation from continuing operations	3,800	3,800
Less: taxation	1,195	1,976
Profit after taxation	2,605	1,824
Less: Forecast annual dividends at 6.3p per share	814	814
Retained profit	1,791	1,010

Earnings per Ordinary share based on 12,917,200 issued shares
Price earnings multiple at the Offer for Sale price of 100p per share
Dividend yield based on annual dividends per Ordinary share of 6.3p
(plus the related tax credit of 37.7p) which the Directors would have expected to recommend if the share capital of the Company had been listed for the whole of the year
Dividend cover based on dividends per Ordinary share of 6.3p (net of related tax credit at 37.7p)
3.20 times 2.24 times
At the Offer for Sale price of 100p per Ordinary share, the Company is capitalised at £12,917,200.

CURRENT COST ACCOUNTING

The Company has not as part of its normal management routines to date produced regular accounting information adjusted for inflation. Now that an accounting standard has been issued the Directors have decided to ensure that arrangements are made to enable the Company to comply with the requirements of Statement of Standard Accounting Practice 16 and issue current cost accounts as part of their Report and Accounts for the year to 31st March 1981. The Board of Directors have considered for the purpose of the Offer for Sale the effects of the requirements of the accounting standard on the forecast profits of £3,800,000 for the year to 31st March 1980 and are of the opinion that the proposed annual dividends of £14,000 set out above would be covered.

PROSPECTS

Short-term
Most of the Group's activities by their nature, have relatively short order books and although the Group's record of meeting its profit budgets is good, it is impossible at this early stage for the Directors to make a formal forecast of profits for the year to 31st March 1981. However, subject to unforeseen circumstances, prospects for all divisions, with the exception of the brass components activities, are encouraging.

Longer-term

The Directors attribute the Group's successful profit record to their policies of:

- Appointing competent chief executives to the operating companies, giving them substantial responsibility and, if they are successful, rewarding them well;
- Investing heavily in modern premises and up-to-date labour-saving machinery; such expenditure over the period covered by the Accountants' report amounted to £10.7m;
- Close control of the Group's cash resources;
- Carefully controlled expansion into activities which integrate logically and in due course profitability into the Group's existing operations, both by way of internal development, and by acquisition.

The Directors intend to continue these policies and expect that, over a period, subject to unforeseen circumstances, they will lead to further growth of Group profits.

WORKING CAPITAL

The Directors consider that, taking into account available bank facilities, the Group has adequate working capital for its foreseeable requirements.

ACCOUNTANTS' REPORT

The following is a copy of a report received from Touche Ross & Co., Chartered Accountants, the Auditors of the Company and Reporting Accountants to the Directors of the Company and Singer & Friedlander Limited.

The Directors,
Peerless Limited,
Singer & Friedlander Limited.
Hill House,
1 Little New Street,
London, EC4A 3TR.
8th May 1980

Gentlemen,
We have examined the audited accounts of Peerless Limited, formerly Peerless Stampings Limited, ("the Company") and of its subsidiaries for the five years and nine months ended 31st December 1979 ("the relevant accounting periods"). The Company and its subsidiaries are hereafter collectively referred to as "the Group".

Throughout the relevant accounting periods we have acted as auditors of the Company. Certain of the subsidiary and associated companies are not audited by us.

The information set out below is based on the audited accounts after making such adjustments as we consider appropriate. These accounts have been prepared under the historical cost convention, including the revaluation of certain assets, and in accordance with the standards approved by the accounting bodies.

In our opinion the information gives, on the accounting basis stated above, a true and fair view of the profits and source and application of funds of the Group for the five years and nine months ended 31st December 1979 and of the state of affairs of the Company and of the Group at 31st December 1979.

1. Accounting Policies

The following are the principal accounting policies adopted in arriving at the financial information set out in this report.

(a) Consolidation

In March 1976 the Company acquired through an exchange of shares substantially all of the issued and fully paid shares of the subsidiary and associated companies not already owned by it. For the purposes of the consolidated accounts the acquisitions have been treated on a merger basis of accounting, and the operating results of the acquired companies are included in the profit and loss accounts as if the companies were subsidiaries throughout the relevant accounting periods commencing on 1st April 1974. A similar assumption has been made for the purposes of the statement of source and application of funds of the Group.

From March 1976 to 31st December 1979 other acquisitions of subsidiary companies were made for a total cash consideration of £644,000. In these instances, for the purposes of the consolidated accounts the operating results of the acquired companies have been included in the profit and loss accounts from the dates of acquisition. The excess of the cost of the shares over the net assets taken over at the date of acquisition (goodwill) has been charged to profit and loss in the period of acquisition as an extraordinary item.

The consolidated accounts include the Group's share of the losses of the associated company, Peerless Creelie Limited, based upon the audited accounts for the periods reported upon. The accounting policy adopted for the other associated company, Newpeer (Aluminium) Limited ("Newpeer") is discussed in section 5 below. In the consolidated balance sheet at 31st December 1979 the investments in associated companies are shown at cost less the share of attributable losses arising since the acquisition of the investments. The excess of such losses over the investment is included in current liabilities.

In the Company's balance sheet at 31st December 1979, the investment in subsidiaries is shown at the book value of the underlying net tangible assets of the subsidiaries at 31st December 1979; the surplus arising on the revaluation has been taken to the non-distributable reserves of the Company.

Minority interests which are not material to the Group are not shown separately in the accounts.

(b) Inventories

Inventories are stated at the lower of cost and net realisable value. Cost represents materials, direct labour and appropriate production overheads. Unrealised profits included within the valuation of inventories manufactured by one Group company for another are eliminated.

(c) Property, plant and equipment

Government grants receivable have been deducted from the cost of the relevant assets.

Fixed assets are depreciated as follows:
Freehold buildings .. 2% p.a. straight line on cost of 1976 valuation
Leasehold property .. Over the term of the lease
Plant and equipment .. 10% - 33% p.a. straight line
Motor vehicles .. 25% p.a. reducing balance

Tools and dies which have short or uncertain productive lives, are written off in the period in which expenditure is incurred. Other tools are written off on a straight line basis at 33% p.a.
Following the revaluation of the freehold properties effective at 31st December 1979 the increase in depreciation would in a full year amount to £36,000, at 2% p.a.

(d) Research and development, and repairs and renewals

Expenditure is written off in the period in which it is incurred.

(e) Foreign Exchange

Liabilities of the Group denominated in foreign currencies are translated into sterling at the rates of exchange ruling at the period ends. Exchange gains and losses are treated as normal items of the period's operations.

(f) Deferred Taxation

In accordance with the requirements of Statement of Standard Accounting Practice Number 15, provision for deferred taxation based on the liability method is made for all differences arising from the recognition of income and expenditure in different periods for taxation purposes than for accounting purposes, except where it is anticipated at the accounting date that a liability will not arise in the foreseeable future.

2. Profit and Loss Accounts

	Years ended 31st March					9 months ended 31st December
	1975	1976	1977	1978	1979	1979
	£'000	£'000	£'000	£'000	£'000	£'000
CONTINUING OPERATIONS						
Sales	(a) 11,475	12,541	16,356	20,263	26,940	22,817
Cost of goods sold	(b) 10,571	11,112	14,683	18,418	23,847	19,971
Other income	(c) 904	1,429	1,673	1,845	3,093	2,846
Profit from operations	992	1,505	1,760	1,911	3,300	3,021
Share of losses of associated company	—	—	—	—	(23)	(59)
Profit before taxation from continuing operations	992	1,505	1,760	1,911	3,277	2,970
DISCONTINUED OPERATIONS (Section 3)						
Share of losses of associated company	—	—	(51)	(88)	(146)	(83)
Profit before taxation and extraordinary items	992	1,505	1,709	1,823	3,131	2,887
Taxation	(224)	(172)	(386)	(44)	(44)	(1,090)
Profit after taxation and before extraordinary items	768	1,333	1,323	1,779	3,175	1,797
Extraordinary items, after deduction of appropriate taxation	(e) —	(106)	(10)	—	—	(216)
Profit attributable to shareholders of the Company	(f) 768	1,227	1,313	1,779	3,175	1,581
Dividends	(g) (59)	(114)	(106)	(112)	(184)	(129)
Retained profit	709	1,113	1,207	1,667	2,991	1,452
Earnings per ordinary share	(a) 5.9p	10.3p	10.2p	13.4p	24.6p	13.9p

Notes to profit and loss accounts

(a) Sales represent amounts invoiced to customers (excluding VAT and inter-group sales).

	Years ended 31st March					9 months ended 31st December
	1975	1976	1977	1978	1979	1979
	£'000	£'000	£'000	£'000	£'000	£'000
(b) Cost of goods sold includes:						
Depreciation of fixed assets	359	426	634	699	980	856
Hire of plant and machinery	29	33	23	22	26	8
Interest payable	195	177	241	185	376	404
Directors' emoluments	94	104	136	144	201	167
(c) Other income						
Bank interest and other miscellaneous income	19	32	69	57	152	175
Interest relief grants	69	44	18	9	55	—
	88	76	87	66	207	175

(d) Taxation
Current taxation charge/(credit) 224 172 386 44 (44) 1,090
Deferred taxation
The taxation charges on the profit are low due to the main to the availability of capital allowances and stock appreciation relief. The charge for deferred taxation, if full provision had been made would have been (see Accounting Policy (f)) 79 554 526 937 1,804 612

(e) Extraordinary items
Loss on closure of Newpeer (Section 5) 195
Goodwill on acquisition in the periods 81*
Costs of abortive take over
— 106 10 — — — 276

* Goodwill written off in the nine month period to 31st December 1979 arose on the acquisition of A. C. Estop & Co Limited and Aubit Plastics Limited.

(f) Dividends

	Year ended 31st March	Rate of dividend paid per share in pence	Number of shares on which dividend paid	Total amount of dividend paid	Number of shares on which dividend waived	Amount of dividend waived
		Interim	Final	£'000		£'000
1975	67-00	65-00	64,586	29*	—	—
1976	71-50	84-50	61,176	113*	3,410	4
1977	84-50	87-75	61,176	106	3,410	6
1978	87-75	94-75	61,176	112	3,410	6
1979	98-00	202-00	61,176	184	3,410	10
9 months ended 31st December 1979	200-00	—	64,586	129	—	—

* Dividends in 1975 and 1976 include additional sums of £5,000 and £17,000 respectively paid to persons who were minority shareholders in subsidiaries prior to the acquisition by exchange of shares in March 1976.

(g) Earnings per share have been calculated throughout the period on 12,917,200 ordinary shares of 25p each after reflecting the subdivision and the capitalisation issue referred to in section 5 below, and on the consolidated profit of each period after taxation but before taking into account extraordinary items.

3. Balance Sheets at 31st December 1979

	Notes	The Group	The Company
		£'000	£'000
Property, plant and equipment	(a)	14,371	1,474
Investments	(b)	12,487	—
Interests in subsidiaries	(c)	12,095	15,289
Current assets			
Inventories	(d)	541	541
Debtors	(e)	8,030	933
Cash and bank balances	(f)	13	—
		14,371	1,474
Current liabilities			
Creditors	(g)	6,624	1,576
Taxation	(h)	932	86
Portion of long and medium term loans due within one year	(i)	227	26
Bank overdrafts (secured)	(j)	3,506	638
Dividend	(k)	129	129
		11,438	2,435
Net current assets/(liabilities)		2,733	(981)
Other liabilities	(l)	14,828	14,308
Long and medium term loans	(m)	1,325	805
Net tangible assets		13,503	13,303
Representing:			
Share capital	(n)	13,438	13,438
Reserves	(o)	13,503	13,503

Notes to balance sheets at 31st December 1979

	Freehold	Plant and property equipment	Motor vehicles	Total
	£'000	£'000	£'000	£'000
The Group				
At 1979 valuation (see below)	6,285	—	—	6,285
Cost	338	7,715	89	8,552
Depreciation	—	(3,877)	(429)	(4,306)
Net book value	6,623	3,838	470	10,931
The Company				
At 1979 valuation (see below)	795	—	—	795
Cost	1,352	20	1,554	2,926
Depreciation	(618)	(93)	(711)	(1,422)
Net book value	795	734	109	1,638

All freehold properties stated above at 1979 valuation were revalued by Messrs. Grimley & Son, Chartered Surveyors, at open market value for existing use on 31st December 1979. Certain freehold properties were previously valued in 1976. Included in freehold property is a property in the course of construction at a cost of £334,000 and a long leasehold property at valuation of £30,000.

(g) Investments

	The Group	The Company
	£'000	£'000
Listed		
At cost	18	18
Market value	63	63
Unlisted		
Associated Companies		
Shares at cost	51	1
Loans	1,340	1,159
Shares of accumulated losses and surplus on revaluation of properties	(577)	(14)
add: excess of accumulated losses over investment included in current liabilities	332	—
	1,146	1,146
	3,164	1,164

Associated companies are:

	Percentage of shares held	Country of incorporation
Newpeer Aluminium Limited	50%	Elze
Ordinary shares	—	—
Reconvertible cumulative preference shares	NIL	—
Peerless Creelie Limited	50%	England
Ordinary shares	—	—
		The Company

	The Group	The Company
	£'000	£'000
(h) Interests in subsidiaries		
Shareholdings, at valuation	12,487	—
Amounts due from subsidiaries	1,861	—
Amounts due to subsidiaries	(1,805)	—
	12,487	—

(i) Inventories

	The Group	The Company
	£'000	£'000
Raw materials	2,652	318
Work in progress	826	171
Finished goods	2,680	52
	6,108	541

(j) Long and medium term loans

	The Group	The Company
	£'000	£'000
Loans secured by fixed and floating charges on the assets of the relevant companies repayable in:		
1980	181	26
1981	181	201
1982	181	26
1983	681	526
1984	56	26
1985 and later	26	26
Hire purchase liabilities	71	—
Less proportion due in 1980	1,352	831
	(227)	(26)
	1,325	805

Loans representing bank loans of £1,325,000 and a mortgage loan of £156,000 bear interest at varying rates of interest which are up to 12% above the published rates of certain UK banks. £675,000 of bank loans is secured by the assets of an associated company.

(k) Issued share capital
64,586 ordinary shares of £1 each 65 65
* (before the subdivision and capitalisation issue referred to in section 5 below).

	The Group	The Company
	£'000	£'000
(a) Reserves—The Group		
Distributable		
At 1st April 1974	1,985	9,079
Retained profits—1st April 1974 to 31st December 1979	11,034	—
At 31st December 1979 (the Company £1,566,000)	131	—
Non-distributable		
At 1st April 1974	405	—
Surplus on revaluation of properties in 1976	1,863	—
Arising on acquisition of a subsidiary	2,404	—
At 31st December 1979 (the Company £11,872,000)	13,438	—
Total	26,423	9,079

(b) Deferred taxation
As stated in Accounting Policy (f), full provision is not made for deferred taxation. Had the amount excluded been provided in full by the Group at 31st December 1979 it would have been approximately as follows:
Accelerated capital allowances 3,100
Stock appreciation relief 2,275
Other timing differences, including losses carried forward (2,411)
5,134

In addition no provision has been made for the contingent tax liability of approximately £531,000 for the Group and £119,000 for the Company which would arise if the properties were sold at their revalued amounts.

	The Group	The Company
	£'000	£'000
(i) Capital commitments at 31st December 1979		
Contracted for but not provided in accounts	843	13
Authorised but not contracted	492	70
	1,335	83
(j) Contingent liabilities		
Guarantees by the Company of bank indebtedness of subsidiary companies	—	2,963

4. Source and Application of Funds of the Group

	Years ended 31st March					Nine months ended 31st December
	1975	1976	1977	1978	1979	1979
	£'000	£'000	£'000	£'000	£'000	£'000
Source of funds						
Profit after taxation and before extraordinary items	768	1,333	1,323	1,779	3,175	1,797
Adjustment for items not involving the movement of funds:						

Directors and employees

The Directors of Dewhurst are Messrs. E. B. Hoey (Chairman), W. Marr (Managing and R. G. Chick (non-executive). There are 12 employees.

Net assets

The net assets of Dewhurst which have been guaranteed by the Vendors, are based on unaudited management accounts as at 31st March 1980 are as follows:-

Current assets	£000
Debtors	232
Inventories	183
	415
Current liabilities	
Bank overdraft	42
Creditors	162
Taxation	67
	271
Net current assets	144
Fixed assets	14
Net assets	158

Profits before taxation

Dewhurst's profits before taxation for the eight months to 31st March 1980 amounted to approximately £224,000 based on unaudited accounts to that date; as the business was operated as a partnership before 1st August 1979 there are no earlier comparative figures.

Benefits to Group arising from acquisition
Dewhurst has an established marketable market for its products and a good level of profits is expected to accrue to the Group once the purchase consideration has been satisfied fully. In addition, the acquisition will continue to provide a significant sales outlet of one of the Company's existing subsidiary companies, Bowditch.

APPENDIX III
PROPERTIES

The Group owns 15 freehold properties and occupies as lease a further 7 leasehold properties. Messrs. Grimley & Son, Chartered Surveyors, have valued the freehold and leasehold properties at £2,365,000 on the basis of open market value for existing use as at 31st December 1979.

Freehold Properties - Occupier	Premises	Tenure	Approx. covered floor area (sq. feet)
Peerless Limited	Prory Road, Aston, Birmingham - Offices and factory	Freehold	56,900
Peerless Stampings Ltd.	Shady Lane, Great Barr, Birmingham - Offices and factory	Freehold	18,300
Region (Clips & Pressings) Ltd.	Millbrook Trading Estate, Station Road, Witley, Oxfordshire - Offices and factory	Freehold	31,150
Engineering Concessionaires Ltd. and Glendale Furniture Company	Sandycroft Industrial Estate, Deeside, Cheshire - Offices and factory	Freehold	180,000
Bowden Bros. & Co. (Manchester) Ltd.	19 Blossom Street, Manchester - Offices, warehouse and car park	Freehold	4,700
Brace Plating Co. Manchester Ltd.	Bank Street, Clayton, Manchester - Offices and factory	Freehold	16,000
Bowditch Ltd.	Unit 17A, Hand Grove Industrial Estate, Hazel Grove, Cheshire - Offices and factory	Freehold	21,500
Peerless Plastics Ltd.	Apollo, Titchfield Road Industrial Estate, Tarnworth, Staffs. - Offices and factory	Freehold	37,900
Peerless Plastics Ltd. and Peerless Foam Moulding Co. Ltd.	Cotton Park Industrial Estate, Tarnworth, Staffs. - 7.69 acres - offices, factories (part being built), and undeveloped land	Freehold	32,900
A. C. Estop & Co. Ltd.	40 Sand Road, Sutton, Gloucestershire - Offices and factory	Freehold	15,800
BSK (Aluminium) Ltd.	Cambrian Mills, Llanidloes, Powys - Offices and factory	Freehold	37,300
Barclay Stuart (Plastics) Ltd.	2572 Brimbridge Street, Luton, Bedfordshire - Offices and factory	Freehold	36,000
Randall Electronics Ltd.	The Maltings, Ampthill Road, Bedford - Offices and factory	Freehold	42,500
BSK (Aluminium) Ltd.	Keyson Street, Birmingham - Offices and factory	Major part freehold - extension leasehold 99 years from 24th June 1978 with rent of £48,500.00 per annum with fixed reviews at 14 years intervals.	25,500
Leasehold Properties - Engineering Concessionaires Ltd.	Unit 2B, Gattwick Gate Estate, Crawley, West Sussex - Offices and warehouse	Leasehold for 25 years from 24th June 1978 at a yearly rent of £48,500.00 with reviews at 5 year intervals, calculated from 1st February 1980.	22,300
Glendale Kitchen Products (Glasgow) Ltd.	Units 1, 2 & 4 Houston Street, Glasgow - Warehouse	Leasehold for 25 years from 31st December 1979 at £28,200.00 per annum with rent reviews at 3 year intervals from the date of entry.	20,250
Peerless Homecentres Ltd.	43/45 Merriel Street, Newcastle-under-Lyme - Shop	Leasehold for 21 years from 28th June 1972 with rent reviews at 7 and 14 years, current rent £8,750.00 per annum.	4,750
Peerless Homecentres Ltd.	488/492 Nottingham Road, Chaddesden, Derby - Shop	Leasehold for 42 years from 18th December 1970 with rent reviews every 7 years, current rent £11,000.00 per annum.	7,000
Aubit Platers Limited	Harrowby Road, Huddersley, Lancashire - Factory and offices	Leasehold for 99 years from 29th September 1962 at a rental of £207.40 per annum (no rent reviews).	4,150
Riopak Ltd.	Congrove Close, Blackpole Trading Estate, Worcester - Offices and warehouse	Leasehold for 25 years from 11th May 1976 with 5 year rent reviews at £14,600.00 per annum.	15,700
Peerless Control Systems Ltd.	Unit 43, Kila Farm Estate, Milton Keynes - Offices and factory	Leasehold for 5 years from 7th February 1980 at a rental of £11,350.00 per annum.	5,200

APPENDIX IV
STATUTORY AND GENERAL INFORMATION

1. Subsidiary and Associate Companies

The dates of incorporation and issued share capitals of the subsidiaries of the Company ("the Subsidiaries") all of which are incorporated in England (save as otherwise mentioned) with limited liability as private companies and all of which (save as otherwise mentioned), are wholly owned subsidiary companies of the Company are as follows:-

Name of Company	Date of Incorporation	Issued and fully paid up share capital
Bowden Bros. & Co. (Manchester) Limited	20.6.34	36,720
Bowditch Limited	18.2.64	4,000
B.S.K. (Aluminium) Limited	3.12.47	85,400
Engineering Concessionaires Limited	27.3.56	1,800
Peerless Homecentres Limited	29.6.45	15,000
Randall Electronics Limited	18.5.60	36,000
Peerless Research & Development Limited	27.1.60	7,100
Springer Bros. & Matty Limited	17.1.24	12,646
Peerless Plastics Limited	24.7.63	2,500
Peerless Plastic Moulds Limited	16.12.66	1,212
Peerless Stampings Limited	27.5.59	50,000
Barclay Stuart (Plastics) Limited	12.11.57	2,161
Peerless Pressure Diecastings Limited	24.7.63	3,096
Outward Tools Limited	27.2.67	2,000
Region (Clips & Pressings) Limited	20.7.70	200
Repco (Engineering) Limited	28.10.52	16,822
Riopak Limited	16.11.73	110
Glendale Kitchen Products (Glasgow) Limited (Scotland)	30.3.76	100
Ajco Marketing Limited (51%)	24.5.52	1,600
Brace Plating Co. (Manchester) Limited	23.7.78	2,000
A. C. Estop & Co. Limited	16.7.79	2,000
Peerless Foam Moulding Co. Limited (75%)	18.11.77	200
Aubit Platers Limited	15.4.78	1,000
Peerless Castries Limited (50%)	23.10.67	100
Peerless Control Systems Limited	19.11.79	2
ECL/Glendale (Southern) Limited	5.2.80	100
Mouldmaking Design Centre Limited (50%)	26.2.68	1,000
B.S.K. Pressure Diecastings Limited	31.7.61	100
Peerless Aluminium (Diecastings) Limited	28.2.75	2
J. J. Peerless Limited	59.7.72	2
J. J. Peerless International Limited	12.3.57	5,000
McKay Castings (1957) Limited	19.1.79	25
Ironsharp Investments Limited	4.1.63	8,025
Motor Body Repairs (Huddersley) Limited	28.7.76	300,000
Newport (Aluminium) Limited (Eire) (50%)	16.11.78	4
Hilary Kitchens Limited	6.4.71	2,000

2. Share capital

The Company was incorporated in England on 2nd March 1979 under the Companies Act 1908-1917 under number 164719 with an authorised share capital of £1,000 divided into one thousand shares of £1 each. By Special Resolutions dated 17th April 1980 and 12th March 1976 respectively the authorised share capital was increased to £40,000 divided into 40,000 shares of £1 each and £65,000 divided into 65,000 shares of £1 each.

- The authorised share capital of the Company was increased to £40,000 by the creation of an additional 3,935,000 ordinary shares of £1 each.
- Each of the existing ordinary shares of £1 each, both issued and unissued, was sub-divided into four ordinary shares of 25p each.
- 12,658,835 ordinary shares of 25p each were issued credited as fully paid by way of capitalisation of reserves to ordinary shareholders on the basis of 49 new ordinary shares of 25p each for each existing ordinary share of 25p each then held, and
- The Company was converted into a public company and adopted a new objects clause in its Memorandum of Association and new Articles of Association.

3. Articles of Association

The Articles of Association of the Company contain provisions (inter alia) to the following effect:-

- Subject to any special terms as to voting upon which any shares may have been issued or may for the time being be held, upon a show of hands every member present in person shall have one vote only, and upon a poll every member present in person or by proxy shall have one vote for every share held by him.
- The Directors shall be entitled to such reasonable and proper fees as they shall decide. The Company in General Meeting may also vote extra remuneration to the Board. The Directors shall also be entitled to be repaid by the Company all such reasonable travelling (including hotel and incidental) expenses as they may incur in or about the business of the Company.
- Any Director (including any person employed by the Company who may be appointed a Director) who serves on any Committee or who devotes special attention to the business of the Company or who otherwise performs services which in the opinion of the Board are outside the scope of the ordinary duties of a Director may be paid such extra remuneration by way of salary, percentage of profits or otherwise as the Board may determine.
- A Director may hold any office or place of profit under the Company (except that of Auditor) in conjunction with his office of Director for such period and on such terms as to remuneration and otherwise as the Directors may determine and a Director or any firm in which he is interested may act in any professional capacity for the Company (except as Auditor) and he or his firm shall be entitled to remuneration for professional services.
- A Director shall (in the absence of some other material interest than is indicated below) be entitled to vote (and be counted in the quorum) in respect of any resolution concerning any of the following matters, namely:-
 - The giving of any security or indemnity to him in respect of money lent or obligations incurred by him at the request of or for the benefit of the Company or any of its subsidiaries.
 - The giving of any security or indemnity to a third party in respect of a debt or obligation of the Company or any of its subsidiaries for which he himself has assumed responsibility in whole or in part under a guarantee or indemnity or by the giving of security.
 - Any proposal concerning an offer of shares or debentures or other securities of or by the Company or any of its subsidiaries for subscription or purchase in which offer he or is or is interested as a participant in the underwriting thereof.
 - Any proposal concerning any other company, in which he is interested directly or indirectly and whether as an officer or shareholder or otherwise however, provided that he is not the Director or beneficially interested in one per cent. or more of the issued shares of any class of such company (or of any third company through which his interest is derived) or of the voting rights available to members of the relevant company (any such interest being deemed for the purposes of the Article to be a material interest in all circumstances).
 - Any proposal concerning the adoption, modification or operation of a superannuation fund or retirement benefits scheme under which he may benefit and which has been approved by or is subject to and conditional upon approval by the Board of Inland Revenue for taxation purposes.
- The Directors may grant pensions allowances gratuities and bonuses to officers employees or employees of the Company (including Directors and ex-Directors) or any Subsidiary or to the dependants of such persons.
- Borrowings of the Company and (so far as powers of control can procure) its Subsidiaries exclusive of inter-company borrowings shall not without the previous sanction of an ordinary resolution of the Company be made for the purpose of the issue and payment of shares capital and consolidated reserves (as defined in the Articles of Association and as adjusted therefrom).
- The statutory provisions as to an age limit for Directors apply.

4. Offer for Sale

Under Contract (i) below Singer & Friedlander Limited has agreed, subject to unconditional permission to deal in and for the listing of the whole of the issued ordinary share capital of the Company being granted (subject only to allotment) by the Council of The Stock Exchange not later than 14th May 1980 to purchase from certain of the present shareholders of the Company a total of 3,181,800 ordinary shares of 25p each with a view to all such shares being offered for sale to the public pursuant to this Offer for Sale.

The purchase price will be 100p per share less a commission of 2%. This Contract provides, inter alia, that the Company will pay all costs and expenses of and incidental to this Offer for Sale including the preparation, printing and delivery of the prospectus, the issue of the Offer for Sale, the expenses of the Company's share capital, the adoption of new Articles of Association of the Company, the expenses of and incidental to obtaining permission to deal in and for the listing of the Company's issued ordinary share capital, the fees of the receiving Bankers, all legal and accountancy expenses and other outgoings of and incidental to the Offer for Sale. Such costs and expenses are estimated to amount to £320,000 in the aggregate. Singer & Friedlander Limited will pay a fee to the Brokers and, pursuant to underwriting Agreements to which the Company is not a party, a commission of 1% of the price of the shares to be sold in the Offer for Sale. The balance of the proceeds of the Offer for Sale in respect of the shares to which this Offer for Sale relates will be received by the Company and no amount is required for any of the matters mentioned in paragraph 4 of the Fourth Schedule to the Companies Act 1948.

5. Contracts

The following contracts (not being contracts entered into in the ordinary course of business) have been entered into within the period of two years immediately preceding the date of this Offer for Sale and are or may be material:-

- Dated 8th May 1980 between W. S. Jordan and certain other shareholders of the Company (1) the directors of the Company (2) the Company (3) Singer & Friedlander Limited (4) being the Agreement referred to in paragraph 4 of the Fourth Schedule to the Companies Act 1948 for the sale by Singer & Friedlander Limited of 3,181,800 ordinary shares of 25p each in the Company.
- Dated 23rd April 1980 between the Company (1) Peerless Stampings Limited (2) being an Agreement whereby the Company transferred to Peerless Stampings Limited the whole of its undertaking and assets relating to the business of brass stampings thereon carried on by the Company for an aggregate consideration equivalent to the value as at 31st December 1979 of the net tangible assets transferred, satisfied partly by the issue to the Company of 99,799 fully paid up shares of 50p each in Peerless Stampings Limited and as to the balance payable in cash which cash sum is to remain outstanding on loan account for such period and on such terms as the Company and Peerless Stampings Limited shall agree.
- Dated 8th May 1980 between the Company (1) W. S. Jordan (2) whereby W. S. Jordan has agreed to serve the Company as Executive Chairman to 17th September 1988 unless determined earlier by not less than 7 years notice at an initial salary of £40,000 together with a commission at the rate of 4% on the pre-tax profits of the Group in excess of £2,000,000 but adjusted for the profits of any subsidiary acquired for share capital of the Company or other securities convertible into share capital.
- Dated 8th May 1980 between the Company (1) A. G. Jones (2) whereby A. G. Jones has agreed to serve the Company as Joint Managing Director to 31st January 1991 but otherwise on the same terms as contract (ii) above.
- Dated 8th May 1980 between the Company (1) C. M. Jordan (2) whereby C. M. Jordan has agreed to serve the Company as Joint Managing Director to 19th October 1990 but otherwise on the same terms as contract (ii) above.
- Dated 7th May 1980 between the Company (1) and Messrs. W. S. Jordan, A. G. Jones, C. M. Jordan (all directors of the Company) R. G. Chick, E. B. Hoey, R. J. Bowden and D. S. Bowden (all directors of the Company) (2) being a contract for the sale by the Company of the whole of its issued share capital of 3,181,800 ordinary shares of 25p each to the Company of 99,799 fully paid up shares of 50p each in Peerless Stampings Limited and as to the balance payable in cash which cash sum is to remain outstanding on loan account for such period and on such terms as the Company and Peerless Stampings Limited shall agree.
- Dated 20th December 1978 between Dr. S. Hettings (1) Foam Moulding Corporation Inc. (2) the Company (3) P.L.L. (4) being an agreement relating to the formation of Foam Mouldings, the business of Association, its financing and the provision to it by Foam Moulding Corporation Inc. of technical assistance, plant and machinery.
- Dated 23rd April 1980 between the Company (1) Creerite Limited (2) being an agreement relating to the formation of P.C., the form of its Memorandum and Articles of Association and its financing.
- Dated 31st August 1979 between A. C. Estop and Mrs. M. C. Estop (1) the Company (2) being a contract for the sale by the Company of the whole of its issued share capital of A. C. Estop & Co. Limited for a cash consideration of £299,500. In connection with this Agreement a capitalisation issue of 1,000 Ordinary shares of £1 each was effected by A. C. Estop & Co. Limited in January 1979.
- Dated 11th January 1979 between Building Design (on behalf of P.L.L.) (1) J. C. Bailey Construction Limited (2) being a contract for the construction of a factory and office block at the Cotton Park Industrial Estate, Tarnworth for a cash consideration of £449,000.
- Dated 10th September 1979 between Building Design (on behalf of P.L.L.) (1) J. C. Bailey Construction Limited (2) being a contract for the construction of a factory, ancillary service buildings and office block at the Cotton Park Industrial Estate, Tarnworth for a cash consideration of £761,300.
- Dated 2nd and 9th April 1979 respectively between R. Keates, K. B. Houchen, T. Barby and K. Farrel (1) E.C.L. (2) and dated 2nd April 1979 between Aubit Limited (1) Ironsharp Investments Limited (2) and the said R. Keates, K. B. Houchen, T. Barby and K. Farrel (3) whereby E.C.L. acquired for a cash consideration of £323,000 the whole of the issued share capital of Aubit Platers Limited, Ironsharp Investments Limited and Motor Body Repairs (Huddersley) Limited.

6. Directors' Interest

Immediately after the completion of contract (i) above the Directors and their families will together beneficially own or be interested in 1,547,494 ordinary shares of 25p each in the capital of the Company representing approximately 12% of the issued share capital of the Company as follows:-

Director	Ordinary shares of 25p each	Non-Beneficial Interests
W. S. Jordan	321,500	—
A. G. Jones	321,500	—
C. M. Jordan	477,794	—
J. Taylor	—	—
E. B. Hoey	—	—

Midland Bank Trust Co. Limited, as executors of W. P. Jones dec'd, owns 2,000,000 shares representing approximately 15.5% of the issued share capital.

Save as aforesaid the Directors are not aware of any other person holding or beneficially interested in 5% or more of the issued share capital of the Company.

7. General

- Pursuant to Contract (vi) above, on 23rd October 1978, Dr. S. Hettings subscribed for in cash and was allotted at par 250 shares of £1 each in Foam Mouldings, representing 25% of the issued share capital. Under the Articles of Association of that company Dr. S. Hettings has the right to acquire at the fair value, in default of Agreement at a price to be fixed by that company's Auditors, all or any of the shares in Foam Mouldings held by the Company.
 - At any time more than one half of the issued share capital of the Company and which carry the right to vote at General Meetings is acquired by any third party (including any group of persons acting in concert) other than the shareholders of the Company as at 16th July 1979 or their spouses or lineal descendants;
 - At any time the Company becomes a subsidiary of another company otherwise than as a result of a reconstruction not involving a change in control.
 - On 1st May 1980 Mr. G. Gahan subscribed for and was allotted at par 50 Ordinary Shares of £1 each in Mouldmaking Design Centre Limited, a Company owned as to 50% by Mr. Gahan and as to 50% by Foam Moulding. Mr. Gahan is a director of both these companies.
 - On 1st August 1979 Messrs. W. S. Jordan, A. G. Jones, C. M. Jordan (all Directors of the Company), R. G. Chick, E. B. Hoey, R. J. Bowden and D. S. Bowden (Directors of subsidiary companies of the Company) acquired from B.S.K. the whole of the issued share capital of Mid-Wales Tools Limited, a dormant company for a cash consideration of £1,000 equivalent to the net asset value of that company as at that date.
 - On 7th May 1980 Messrs. W. S. Jordan, A. G. Jones, and C. M. Jordan (all Directors of the Company) and W. S. Jordan a Director of Peerless Castries Limited acquired from Peerless Castries Limited six flats at Brooks Road, Sutton Coldfield and 1 flat at Vesey Close, Sutton Coldfield for a cash consideration of £71,000 being the open market value attributed to such flats by Messrs. Edwards Bigwood & Bewley in their valuation dated 11th May 1980.
 - Save for the issue contemplated by Contract (i) above, no material issue of shares (other than to shareholders pro rata to existing shareholders) will be made within one year from the date hereof without the prior approval of the Company in General Meeting.
 - No issue of shares will be made which would effectively alter the control of the Company without the prior approval of the Company in General Meeting.
 - Save as mentioned herein, during the two years immediately preceding the publication of this Offer for Sale:-
 - No share or loan capital of the Company or any of its Subsidiaries has been issued or is any such share or loan capital proposed to be issued either for cash or for a consideration other than cash;
 - No commissions discounts brokerages or other special terms have been granted by the Company or any of its Subsidiaries in connection with the issue or sale of any of their respective share or loan capital;
 - No Director has or has had an interest, direct or indirect, in the promotion of or in any assets which have been acquired or disposed of by or for or to the Company or any of its Subsidiaries or proposed to be acquired or disposed of by or for or to the Company or any of its Subsidiaries.
- Save as aforesaid no unissued share or loan capital of the Company or any of its Subsidiaries is under option or agreed conditionally or unconditionally to be put under option.
- The aggregate emoluments of the Directors for the year ended 31st March 1980 will amount to approximately £220,000.
- Save as disclosed at the date of this Offer for Sale, neither the Company nor any of its Subsidiaries has subjected any contract or arrangement in which a Director of the Company is materially interested and which is significant in relation to the business of the Company and its Subsidiaries taken as a whole.

Neither the Company nor any of its Subsidiaries has any litigation or claims of material importance pending or threatened against it. The Directors are advised that immediately following completion of this Offer for Sale the Company should not be a close Company as defined in the Income and Corporation Taxes Act 1970.

In all material instances surtax and shortfall clearances covering the relevant periods up to 31st March 1979 have been obtained in respect of the Company and all its Subsidiaries. By separate contracts to which the Company is not a party, the Vendors have given indemnities to Singer & Friedlander Limited in respect of liability to estate duty, taxation (including Income Tax and Surtax) and Capital Transfer Tax. Singer & Friedlander Limited has given and has not withdrawn its written consent to the issue of this document with the inclusion therein of its name and its letter on the Company's profit forecast in the forms and contexts in which they are respectively included. Touché Ross & Co. has given and has not withdrawn its written consent to the issue of this document with the inclusion thereof of its Accountants' Report, its letter on the Company's profit forecast and the references to its name in the forms and contexts in which they are respectively included.

Grimley & Son and Edwards, Bigwood & Bewley have given and have not withdrawn their respective written consents to the issue of this document with the inclusion therein of their valuations on properties and the reference to their name in the forms and contexts in which they are respectively included. These consents, together with the statement setting out the adjustments made by Touché Ross & Co. for the purposes of its Accountants' Report and giving the reasons therefor and a copy of each of the material contracts listed above have been attached to the copy of this Offer for Sale which has been delivered to the Registrar of Companies for Registration.

Mr. J. M. Wardle is a partner in the firm of Edge & Ellison, Hatwell, Frimmet & Co., solicitors to the Company, which firm will be paid a fee in connection with the Offer.

8. Documents for Inspection

Copies of the following documents may be inspected at the offices of Singer & Friedlander Limited, 20 Cannon Street, London, EC4M 6XE and at 123 Hagley Road, Edgbaston, Birmingham B16 8LP, during usual business hours on any weekday (excluding Saturdays) for a period of 14 days from the date of publication of this Offer for Sale:-

- The Memorandum and Articles of Association of the Company;
- The consolidated audited accounts of the Company for the years ended 31st March 1978, 31st March 1979, and the nine months ended 31st December 1979;
- The Accountants Report and the Statement of the Adjustments made by them for the purposes of their Report;
- The valuations of properties by Grimley & Son and Edwards, Bigwood & Bewley referred to above;
- The material contracts listed above;
- The letters relating to the profits forecast set out on page 23;
- The written consents referred to above.

Dated 8th May 1980.

PROCEDURE FOR APPLICATION

Applications (which must be made on the Application Forms provided) must be for a minimum of 200 shares and must be in multiples of 200 shares for up to 2,000 shares, in multiples of 500 shares for between 2,000 and 10,000 shares, in multiples of 2,000 shares for between 10,000 and 20,000 shares and thereafter in multiples of 5,000 shares. No application for any other number of shares will be considered.

Applications should be lodged with Singer & Friedlander Limited, New Issue Department, 20 Cannon Street, London EC4M 6XE so as to arrive not later than 10.00 a.m. on 15th May 1980. Each Application Form must be accompanied by a separate cheque (drawn on a bank or branch thereof in England, Scotland or Wales) in respect of the full amount payable on application made payable to Singer & Friedlander Limited and crossed "A/C. Not Negotiable". No application will be considered unless the above conditions are fulfilled. Completion and delivery of an Application Form accompanied by the necessary cheque will constitute an undertaking that the cheque will be honoured on first presentation and attention is drawn to the warranty in the Application Form to this effect. Singer & Friedlander Limited reserve the right to accept any application in part only or to reject any application and in particular to reject multiple or repeated applications. Preferential consideration will be given in respect of a maximum of 318,180 Ordinary shares to applications made by employees of the Company and its subsidiaries on the special pink forms provided for the purpose, which must be for a minimum of 100 shares and thereafter in a multiple of 100 shares up to 200 shares and thereafter as stated above.

Acceptance of applications will be conditional upon the granting of permission to deal in and for the listing of the entire issued ordinary share capital of the Company by the Council of The Stock Exchange, London not later than 14th May. Moneys paid in respect of applications will be returned if such permission has not been granted by that date and, in the meantime, will be retained by Singer & Friedlander Limited in a separate account. If any application is not accepted or is accepted for fewer shares than the number applied for, a cheque for the application money or the balance thereof, as the case may be, will be sent through the post to the applicant at his risk.

Letters of Acceptance will be renounceable up to and including 27th June 1980. The shares now being offered for sale will be registered free of stamp duty and registration fees in the names of the purchasers or persons in whose favour Letters of Acceptance have been renounced, provided that, in the case of renunciation, Letters of Acceptance duly completed in accordance with the instructions contained therein are lodged for registration on or before 27th June 1980. Share certificates will be despatched on 27th July 1980 at the applicant's risk.

Copies of this Offer for Sale with Application Forms may be obtained from:-

Singer & Friedlander Limited, 20 Cannon Street, London, EC4M 6XE	Singer & Friedlander Limited, 123 Hagley Road, Edgbaston, Birmingham B16 8LP
Heron House, 315-325 High Holborn, London WC1V 7TB and at 27 Throgmorton Street, London EC2N 2AN	Murray & Co., Portland House, 22 Newport Road, Cardiff CF2 1DB
	Murray & Co., Beaufort House, 94-96 Newhall Street, Birmingham B3 1PE

THE APPLICATION LIST WILL OPEN AT 10 a.m. ON THURSDAY, 15th MAY 1980 AND MAY BE CLOSED AT ANY TIME THEREAFTER ON THE SAME DAY. IN THE EVENT OF AN INDUSTRIAL DISPUTE AFFECTING THE POSTAL SERVICES ON 14th May 1980, SINGER & FRIEDLANDER LIMITED RESERVE THE RIGHT TO KEEP THE APPLICATION LISTS OPEN UNTIL NOON ON FRIDAY, 16th MAY, 1980.

This Form should be filled in and forwarded to Singer & Friedlander Limited, New Issue Department, 20 Cannon Street, London EC4M 6XE with a cheque representing payment in full, so as to arrive not later than 10 a.m. on Thursday, 15th May 1980. Cheques, which must be drawn on a bank in and be payable in England, Scotland or Wales, must be made payable to "Singer & Friedlander Limited" and be crossed "A/C. Not Negotiable" and are liable to be presented for payment on receipt. A separate cheque must accompany each application. No application will be considered unless these conditions are fulfilled.

Applicants are advised to use first class post and to allow two days for delivery.

APPLICATION FORM
PEERLESS LIMITED
(Incorporated under the Companies Acts 1908-1917)
Offer for Sale
By SINGER & FRIEDLANDER LIMITED

3,181,800 Ordinary Shares of 25p each at 100p per share, payable in full on application

To the Directors,
SINGER & FRIEDLANDER LIMITED

Number of shares for which application is made *	Amount of cheque enclosed	* Applications must be for a minimum of 200 shares and in multiples of 200 shares up to 2,000 shares, in multiples of 500 shares up to 10,000 shares, and in multiples of 2,000 shares up to 20,000 shares. Applicants in excess of 20,000 shares must be in multiples of 5,000 shares.
£		

Having paid to you the above-mentioned sum being the amount payable on application for the stated number of Ordinary shares I/we hereby apply to purchase that number of shares. I/We agree to accept such shares or any small number in respect of which this application may be accepted subject to the Memorandum and Articles of Association of the Company and to the several terms and conditions contained in the Offer for Sale dated 8th May 1980. I/We request that you issue to me/us a renounceable Letter of Acceptance for that number of shares or such smaller number as aforesaid. I/We authorise you to send such Letter of Acceptance, together with a cheque for any amount overpaid,

This document includes particulars given in compliance with the Regulations of the Council of The Stock Exchange for the purpose of giving information with regard to Home Farm Products Limited ("the Company"). The Directors have taken all reasonable care to ensure that the facts stated herein are true and accurate in all material respects and that there are no other material facts the omission of which would make misleading any statement herein whether of fact or of opinion. All the Directors accept responsibility accordingly.

A copy of these particulars, having attached thereto the documents referred to below, has been delivered to the Registrar of Companies for registration. Application has been made to the Council of The Stock Exchange for the whole of the issued Ordinary share capital of the Company to be admitted to the Official List. The issued Ordinary shares of the Company rank *pari passu* in all respects.

HOME FARM PRODUCTS LIMITED

(Incorporated in England under the Companies Act 1929, No. 265078)

These particulars are issued in connection with a placing

by

CAPEL-CURE MYERS LIMITED

of 1,200,000 Ordinary shares of 10p each at 55p per share.

SHARE CAPITAL

Authorised	Issued and Fully Paid
£600,000 in 6,000,000 Ordinary shares of 10p each.	\$460,176

At the close of business on 25th April, 1980, the Company, and the subsidiaries hereinafter referred to, had no outstanding borrowings and apart from inter-company indebtedness neither the Company nor any of such subsidiaries had outstanding as at 25th April, 1980, any loan capital or any loan capital created but unused, mortgages, charges or other indebtedness in the nature of borrowing including bank overdrafts and liabilities under acceptances (other than normal trade bills) or acceptance credits, hire purchase commitments or guarantees or material contingent liabilities.

DIRECTORS:

JOHN MICKLETHWAITE (Chairman and Joint Managing Director),
256 Sheffield Road, Tinsley, Sheffield, S9 1RD.
WALTER HALL (Joint Managing Director), 256 Sheffield Road, Tinsley, Sheffield, S9 1RD.
THOMAS HENRY STANFORTH, M.A. (Non-Executive),
58/64 Campo Lane, Sheffield, S1 1FW.
GERARD LAWRENCE STORR, B.Sc. (Non-Executive),
256 Sheffield Road, Tinsley, Sheffield, S9 1RD.

SECRETARY AND REGISTERED OFFICE:

ANTHONY NOEL VILLAGE, M.A. (Cantab.), A.C.A., 256 Sheffield Road, Tinsley, Sheffield, S9 1RD.

BANKERS:

NATIONAL WESTMINSTER BANK LIMITED, P.O. Box 56,
16 George Street, Sheffield, S1 1NT.

STOCKBROKERS:

CAPEL-CURE MYERS LIMITED, Bath House, Holborn Viaduct, London, EC1A 2EU
and at The Stock Exchange.

SOLICITORS TO THE COMPANY:

KERSHAW, TUDOR & CO., 58/64 Campo Lane, Sheffield, S1 1FW.

SOLICITORS TO THE PLACING:

TRAVERS SMITH, BRAITHWAITE & CO., 6 Snow Hill, London, EC1A 2AL.

AUDITORS AND JOINT REPORTING ACCOUNTANTS:

BROOKS & HANBIDGE (Chartered Accountants),
27 Wilkinson Street, Sheffield, S10 2GD.

JOINT REPORTING ACCOUNTANTS:

THORNTON BAKER (Chartered Accountants),
Fairfax House, Fulwood Place, London, WC1V 6DW,
and at Sheffield.

REGISTRARS AND TRANSFER OFFICE:

NATIONAL WESTMINSTER BANK LIMITED, P.O. Box 82,
37 Broad Street, Bristol, BS99 7NH.

LETTER FROM THE CHAIRMAN.

The following is a copy of a letter to Capel-Cure Myers Limited from Mr. John Micklethwaite, Chairman of the Company.

The Directors,
Capel-Cure Myers Limited,
Bath House,
Holborn Viaduct,
London, EC1A 2EU.

256 Sheffield Road,
Tinsley,
Sheffield, S9 1RD.

9th May, 1980.

Gentlemen,

In connection with the placing of 1,200,000 Ordinary shares of 10p each in Home Farm Products Limited ("the Company"), I am writing to provide you with information regarding the background, development and present activities of the Company and its subsidiaries ("the Group").

History

The Group has its origins in the pork butchery business founded by my late father, Mr. George Micklethwaite in 1928. The Company was incorporated in 1932 to acquire his business which at that time consisted of a pork butchery shop and factory situated at Tinsley, Sheffield. In 1933 a second shop was opened and over the years the number of similar shops operated by the Company in the Sheffield area increased to nine. The pigs which were used to supply the shops were slaughtered at the Tinsley premises until 1932 when this activity was transferred to the newly opened Sheffield Corporation abattoir. A range of pork products such as sausages, pies and bacon was produced at Tinsley for sale in the Company's shops.

I joined the Company in 1949 at the age of nineteen and increasingly assumed managerial responsibilities for the business which continued in the retail pork trade and the manufacture of pork products at Tinsley.

In 1967 Walter Hall, who had considerable experience of the bacon trade, particularly marketing, joined the Company and the decision was taken to broaden its trading base by supplying pork and bacon wholesale as well as to its own shops.

In 1968 a major step in expanding our activities was taken with the purchase of the freehold of a slaughterhouse at Todwick, Yorkshire by Walter Hall and myself and we granted a lease to a new company, Todwick Pork & Bacon Co. Limited ("T.P.B.") formed in January 1969 and which commenced trading in August of that year. Initially, T.P.B. processed some 50 pigs a week as the business prospered production facilities were gradually extended and improved. By May 1978 a new slaughterline and related facilities had increased the capacity there to approximately 2,000 pigs a week and in recent months T.P.B. has been operating at around 90% of that capacity.

Todwick Cooked Meats Limited ("Cooked Meats") was formed in 1973, and now produces sausage and like products from a new factory at Todwick equipped to the latest standards. Yorkshire Freezer Meats Limited ("Freezer Meats") was incorporated in 1976 and operates a cash and carry freezer centre which has been developed from the original Tinsley premises. In July 1979 the purchase of premises at Worksop, Notts, enabled the Group to start supplying vacuum packs of primal bacon cuts.

The most important recent event was the purchase, in April 1978, of additional slaughtering facilities at Gainsborough, Lincs, where trading started under the name of Gainsborough Pork and Bacon Company Limited ("Gainsborough") in December 1978.

On 7th May, 1980 the Company acquired the whole of the issued share capitals of T.P.B., Cooked Meats, Freezer Meats and Gainsborough on a share exchange basis.

Business

The Group's chief activity is the purchase of live pigs and the processing of them into sides of bacon or primal cuts of pork. Sausage, bacon rashers and pork based foodstuffs are also produced and packed and the Group has recently undertaken the vacuum packing of bacon joints. These products are sold to wholesalers, retailers and caterers and the Group also sells a wide range of frozen food and other products to the public through the freezer centre at Tinsley.

T.P.B. is the main contributor to the Group's sales and profits and its successful development has been the major factor in the Group's expansion to date. Live pigs are acquired at the point they leave the producer's delivery vehicle and, after slaughtering, the carcasses are chilled overnight for butchering the following day. Depending on the level of demand for pork or bacon the sides are then cut into fresh pork or cured as bacon. In the last two financial years over two-thirds of the pigs processed have been cured as bacon. Pork and bacon produced by T.P.B. is distributed and sold under the trade name "Yorkshire Pork & Bacon".

The Group's latest development is the vacuum packing of primal cuts of bacon and for this purpose a newly erected freehold factory has been purchased at Worksop and production commenced in the autumn of 1979. This factory is also taking on certain of the activities of Cooked Meats thus releasing additional space for the production of sausage at Todwick.

The facilities installed by us at Gainsborough are capable of handling 900 pigs a week. The output from Gainsborough is sold as pork and it is not proposed to cure bacon there. The success of this Company from the start was such that the decision has been taken to treble its capacity. Work is currently in hand to erect additional slaughtering equipment, chilling rooms and ancillary facilities which it is estimated will cost in the region of £300,000, before taking into account any development grants which may be receivable and will be funded from the Group's existing resources. It is anticipated that the new plant will come on stream in July this year giving Gainsborough a capacity of approximately 3,000 pigs a week. Together with the existing plant at Todwick the Group will then have the potential to handle around 5,000 pigs a week.

It is not envisaged that the E.E.C. Pigmeat Regime which has applied since 1973 to the business carried on by the Group will materially affect its future trading.

The Group continues to operate four butcher's shops, three of which are in Sheffield and one in Ramsley. The shops offer a comprehensive range of beef, lamb, pork and pork products. Although it is not the intention to expand the number of butcher's shops, they contribute to Group profits and are also valuable in that they provide a useful insight into changes in public demand for meats and related products.

We have always been aware of the necessity for maintaining high levels of hygiene in the food processing industry and the Group has its own laboratory at Todwick which is staffed by two qualified technicians. Their duties include carrying out regular and random checks on all aspects of the Group's products and production facilities and analysing specimens to ensure that the correct standards of hygiene and quality are observed at all the Group's premises. In addition the Group retains the part time services of a doctor to report on the health of new employees and keep a check on the health of all those working for the Group. It has always been our policy to encourage customers and suppliers to visit our premises.

Purchasing

The policy of T.P.B. is not to buy pigs on the open market but to obtain them from a limited number of large scale pig producers. The majority of pigs are purchased under the "contract" system, whereby the producers agree to supply a certain number of pigs of a specified quality for a twelve month period and the Group undertakes to purchase all those pigs which reach the required standard. This is a mutually satisfactory arrangement in that the producer is guaranteed a market for his pigs and the Group is assured of pigs of the correct quality. The ability to supply customers with products of a consistently high quality plays an important part in the development of the Group. Our main source of pigs is East Yorkshire which is recognised as being one of the best pig producing areas in the country. It is not our policy to breed our own pigs.

The type of pig purchased by the Group can be processed to produce either pork or bacon. This is advantageous in that output at Todwick can be adapted promptly to match changes in buying patterns and seasonal influences. At present pigs processed at Gainsborough are acquired from farmers or through pig procurement agencies although it is the intention to introduce the contract system there.

In addition to the nationally accepted grading system upon which pig prices are based, T.P.B. has introduced a "Premium Grade" for pigs with a low level of fat for which a higher price per kilogram is paid. The premium grade pig which comprises approximately four-fifths of T.P.B.'s throughput produces high quality lean pork and bacon.

Sales

The Group's total sales for the year ended 2nd June, 1979 amounted to £7.6 million all in the U.K. Sales over the past two financial years and for the twenty six weeks ended 1st December, 1979, which reflect the increase in pork output due to the build up of production at Gainsborough, show the following breakdown:-

	Year ended 3rd June, 1978	Year ended 2nd June, 1979	26 weeks ended 1st December, 1979
Bacon	5.5	49.8	43.4
Pork	20.1	23.1	32.5
Sausages and cooked meats	10.8	8.1	8.3
Other products	4.8	5.0	5.0
Butchery shops	7.8	7.7	8.4
Freezer Centre	-5.2	5.2	4.4
	100.0	100.0	100.0

The Group's customers are principally retailers and members of the public who take approximately 45% of production and wholesalers who purchase a similar proportion with the balance being accounted for by large scale caterers such as factory canteens. In the year ended 2nd June, 1979, the Group's ten largest customers accounted for some 41% of total sales. Approximately one fifth of total sales was supplied to a major UK retail chain with branches throughout the country. However, with the developments envisaged within the Group it is anticipated that the spread of customers will be broadened.

Management and Staff

I am 49 years of age and am Joint Managing Director as well as Chairman of the Company. I assume overall responsibility for administering the day to day business of the Group and am also responsible for financial control and strategy. I have a five year service contract with the Company, details of which are given below, (Contract No. (VI) (a)).

Walter Hall is 44 years old and joined the Company in 1967 having previously managed the Northern Office of a subsidiary of the Danish Bacon Company Limited. His prime responsibilities are the Group's purchasing and marketing policies. He also sits on two trade association committees which gives us a broad view of the industry in which we are involved. He has a four year service contract with the Company which is detailed below, (Contract No. (VI) (b)).

Tom Staniforth, aged 56, was appointed to the Board on 1st May, 1980 as a non-executive director. He is a partner of Kershaw, Tudor & Co., Solicitors, who have acted for the Group for some thirty years and is conversant with our business.

Gerard Storr, aged 40, was also appointed to the Board as a non-executive director on 1st May, 1980. Until December, 1978 he was a director of Feedex Agricultural Industries Limited, a listed Company. He runs a large pig breeding unit in North Humberside and his whole working life has been concerned with pig production. He has no trading relationship with the Group.

Other key members of the management team include Joseph Foster, aged 35, who is sales assistant to Walter Hall; John Hind, who is 45 years old and joined the Group in 1969 and was responsible for establishing the bacon factory at Todwick which he currently manages; John Morris, aged 35, who is general manager of Gainsborough; Rodney Thomas, aged 33 who is general manager of Cooked Meats and John Walsh, aged 36, who manages Worksop. All the above attend monthly management meetings at which the affairs of the Group are discussed.

The total number of employees of the Group is approximately 210.

Property and Premises

The Group's premises had an overall book value of £358,000 as at 1st December, 1979. As certain premises have only recently been acquired, the Board does not consider that the expense of a revaluation can be justified. However, the Board is confident that the Group's properties, as at present used, are worth not less than their book value and details of the principal properties are set out below:-

Manufacturing Premises	Address	Terms	Occupied by
Factory, offices and land on site of 1.87 acres	Minor Farm, Todwick	Leasehold for 20 years from 1st May, 1980, from J. Micklethwaite & W. Hall. Current annual rent of £4,950 subject to review at five yearly intervals.	T.P.B., The Company and Cooked Meats
The Long Barn 0.99 acres	Minor Farm, Todwick	Freehold	Gainsborough
Gainsborough Slaughterhouse 1.12 acres	1 Linnet Avenue, Gainsborough	Freehold	Gainsborough
Worksop Packaging Factory 0.38 acres	Unit 2, Cleveland Close, Belper Industrial Estate, Worksop	Freehold	T.P.B. Worksop packaging division

Tinsley Premises and Freezer Centre

0.18 acres.

250-256 Sheffield Road, Tinsley

250-256 Sheffield Road, Tinsley

Leasehold for 200 years

from 1st May, 1934.

Annual Rent £10.50

Leasehold for 200 years

from 1st November, 1907.

Annual Rent £2.50

The Company and Freezer Meats

Retail Premises

The Company also operates four butcher's shops from short leasehold premises with a current annual rental totalling £18,150. The shortest of these leases expires in 1986 and there is no further review. The leases of two shops expire in 1981, both with reviews in 1982 and 1987 and the remaining lease expires in 1982 with review in 1983 and 1986.

Working Capital

The Directors are of the opinion that, taking into account bank facilities available to it, the Group has sufficient working capital for its present requirements.

Profits, Profit Forecast and Dividends

The turnover and profits of the Group for the last five financial periods ended 2nd June, 1979 and for the 26 weeks ended 1st December, 1979 are set out in the Accountants' Report below. Turnover and profit has increased in each of the five years save for 1978, when profits were affected by adverse market conditions and the expansion programme at Todwick.

The Directors attribute the Group's success to the personal service and premium products it supplies, coupled with operational efficiency. They expect to be able to continue this tradition and future prospects are enhanced by the new capacity recently acquired at both Gainsborough and Worksop.

In the absence of unforeseen circumstances, the Directors forecast that the profit before taxation for the year ending 31st May, 1980 should be not less than £700,000. The assumption upon which this profit forecast is based is set out below together with letters supporting the calculations, policies and the assumption.

On the basis of the Directors' forecast of profits for the year ending 31st May, 1980 it is intended to recommend for payment in or about December, 1980 a dividend of 1.75p net per share (which together with the related tax credit of 30% is equivalent to 2.5p per share). This will be the first dividend payable by the Company after its admission to the Official List, and waivers in respect thereof (in excess of 0.1p per share) affecting approximately 65% of the issued capital have been received. In the forthcoming Report and Accounts for the year ended 31st May, 1980 some £600,000 of the forecast profit will be shown as pre-acquisition profits not available for distribution.

In respect of a full year in which a similar level of profit was earned the Directors would expect to recommend dividends totalling 2.9p net per share (4.14p with related tax credit of 30%). It is intended in future years to pay an interim dividend in or about June and a final dividend in or about December.

The following table sets out, by way of illustration only, how a profit before taxation of £700,000 would be appropriated assuming Corporation Tax at the rate of 52% and no dividend waivers.

Profit before taxation	£700,000
Less: Taxation	364,000
Profit after taxation	336,000
Less: Ordinary dividend of 2.9p per share	133,451
Retained Profit	202,549
Dividend cover	2.52 times

On the above basis the gross dividend yield on the Ordinary shares at the placing price of 55p per share would be 7.5% and the price/earnings multiple would, on a 52% tax charge be 7.5.

Yours faithfully,

JOHN MICKLETHWAITE
Chairman

ACCOUNTANTS' REPORT

The following is a copy of the report of Brooks & Hanbridge, Chartered Accountants, auditors of the Company and Joint Reporting Accountants, and of Thornton Baker, Chartered Accountants, Joint Reporting Accountants, to the Directors of the Company and of Capel-Cure Myers Limited.

The Directors,
HOME FARM PRODUCTS LIMITED,

Capel-Cure Myers Limited,

Gentlemen,

On 7th May, 1980 Home Farm Products Limited ("the Company") acquired the whole of the issued share capitals of the following companies ("the subsidiaries"):-

Todwick Pork & Bacon Co. Limited ("T.P.B.")
Todwick Cooked Meats Limited ("Cooked Meats")
Gainsborough Pork and Bacon Company Limited ("Gainsborough")
Yorkshire Freezer Meats Limited ("Freezer Meats")

The Company and the subsidiaries are hereinafter referred to as "the Group". We have examined the audited accounts of the Company and each of the subsidiaries for the periods relevant to this report. Brooks & Hanbridge or its predecessor firm have been auditors of the Company and all the subsidiaries for the periods relevant to this report.

The summaries of profit and loss accounts, source and application of funds statements and *pro forma* balance sheets set out below are based upon the audited accounts, adjusted in the cases of Cooked Meats, Gainsborough and Freezer Meats to reflect an accounting period ended on the Saturday nearest to 31st May in each year, and after making such further adjustments as we consider appropriate.

In our opinion these summaries together with the notes thereon give a true and fair view of:-

(i) The profits and source and application of funds of the Group under the historical cost convention for the five accounting periods ended 2nd June, 1979 and the twenty six weeks ended 1st December, 1979; and

(ii) the state of affairs of the Company, and the Group, on a *pro forma* basis, at 1st December, 1979, also under the historical cost convention.

In our opinion the summary of the Current Cost Profit of the Group for the twenty six weeks ended 1st December, 1979 has been properly prepared in accordance with the principles of Statement of Standard Accounting Practice No. 16.

No audited accounts of the Company or any of the subsidiaries have been made up in respect of any period subsequent to 1st December, 1979.

HOME FARM PRODUCTS LIMITED

Accounting Policies

The following summaries have been prepared on the basis of the following principal accounting policies, which have been applied consistently for the period under review:

- Accounting convention.**
The accounts have been prepared under the historical cost convention, except where indicated.
- Turnover.**
Turnover represents the net amounts invoiced for sales excluding value added tax and transactions between Group companies.
- Depreciation.**
Depreciation is provided to write off the cost of fixed assets, after deducting any grants receivable, over the estimated useful lives as follows:
Freehold land and buildings Nil
Long leasehold property Nil
Shop fittings and short leasehold property Equal amounts over unexpired term of the lease.
Plant and machinery Between 10% and 50% per annum straight line.
Furniture and fittings 15% per annum straight line.
Motor vehicles 25% per annum straight line.
A full year's depreciation is charged on all assets in use at the end of the accounting period irrespective of the date of purchase.
In the opinion of the Directors the amount of depreciation of freehold and long leasehold buildings required under Statement of Standard Accounting Practice No. 12 is not material to the results.
- Deferred taxation.**
Deferred taxation is provided at current rates on increases in value of stocks and work in progress and on accelerated capital allowances.
- Stock and work in progress.**
Stock and work in progress are valued at the lower of cost and net realisable value. In the case of work in progress cost includes related production overheads.

Basic of Combination

For the purpose of this report, the accounts of the Company and the subsidiaries have been combined on the assumption that all the above named companies have been members of the Group for all the periods relevant to this report, to show, for the relevant periods and dates, the results and financial position of the businesses now carried on by the Group.

The accounts of Cooked Meats, Gainsborough and Freezer Meats have in the past been made up to the Saturday nearest to 30th June in each year, and we have made such adjustments as we consider appropriate to restate the profit and loss accounts and statements of source and application of funds on the basis of accounting periods ended on the Saturday nearest to 31st May in each year. Accounts for the Company and all the subsidiaries have been prepared for the periods ended 1st December, 1979, and it is intended that Group accounts will be made up to the Saturday nearest to 31st May in each year.

The Group and the Company pro forma balance sheets at 1st December, 1979 are based upon the audited accounts at that date combined on the basis set out above and adjusted for the changes in share capital set out in note 7 below.

Profit and Loss Accounts

	Accounting Periods ended						Half Year ended
	31st May 1975	31st May 1976	31st May 1977	31st May 1978	31st May 1979	31st May 1980	1st December 1979
Turnover	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Operating costs	2,782	2,782	2,782	2,782	2,782	2,782	2,782
Profit before taxation	103	103	103	103	103	103	103
Taxation	51	51	51	51	51	51	51
Profit after taxation	52	52	52	52	52	52	52
Dividends	—	—	—	—	—	—	—
Profit retained	52	52	52	52	52	52	52
Earnings per share	1.1p	1.1p	1.1p	1.1p	1.1p	1.1p	1.1p

Pro Forma Balance Sheets at 1st December, 1979

	The Group		The Company	
	£'000	£'000	£'000	£'000
Fixed Assets	805	805	171	489
Investment in Subsidiaries	—	—	—	—
Current Assets	360	360	178	688
Stock and work in progress	181	181	10	7
Debtors	135	135	—	—
Prepaid expenses	124	124	—	—
Bank balances	—	—	—	—
Current Liabilities	378	378	172	628
Creditors	322	322	185	628
Bank overdraft (uncleared)	142	142	—	—
Taxation	840	840	454	—
Net Current Assets	484	484	207	—
Less: Taxation payable more than 12 months from balance sheet date	—	—	—	38
Financed by:				
Share Capital	7	7	480	—
Reserves	8	8	828	—
Share Capital and Reserves	788	788	789	—
Deferred Taxation	385	385	128	—
	1,174	1,174	918	—

Source and Application of Funds

	Accounting Periods ended						Half Year ended
	31st May 1975	31st May 1976	31st May 1977	31st May 1978	31st May 1979	31st May 1980	1st December 1979
Source of Funds	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Profit before taxation (see Note 2)	103	103	103	103	103	103	103
Less: Dividends	—	—	—	—	—	—	—
Profit retained	103	103	103	103	103	103	103
Application of Funds							
Purchase of fixed assets	(175)	(108)	(103)	(208)	(188)	(389)	(14)
Tax paid	(7)	(17)	(17)	(50)	(100)	(181)	(14)
Increases/(decreases) in Working Capital	(63)	47	200	68	183	63	—
Increases in stock and work in progress	44	88	40	3	52	141	—
Increases/(decreases) in debtors	89	(11)	103	80	22	244	—
Increases/(decreases) in creditors	(7)	(20)	17	(50)	(100)	(181)	—
Increases/(decreases) in net liquid funds	(148)	78	40	88	(111)	(181)	—
	(63)	47	200	68	183	63	—

Notes

1. Operating costs include:

	Accounting Periods ended						Half Year ended
	31st May 1975	31st May 1976	31st May 1977	31st May 1978	31st May 1979	31st May 1980	1st December 1979
Depreciation	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Director's emoluments - The Company	20	20	20	20	22	17	—
Director's emoluments - Subsidiaries	—	—	—	—	—	—	—
Bank interest	3	4	2	—	2	1	—
Interest received	(4)	(3)	(18)	(7)	(18)	(11)	—
Interest relief grant	—	(6)	(8)	—	—	—	—

2. The amount charged in arriving at the profits before taxation shown above in respect of the period ended 2nd June, 1979 for Directors' emoluments amounted to £35,516. In addition to this, bonuses totalling £78,000 were paid to Mr. J. Micklethwaite, Mr. W. Hall and their wives, which will not be payable under the arrangements in force with effect from 3rd June, 1979. Under the new arrangements Mr. J. Micklethwaite and Mr. W. Hall will receive basic salaries, which for the year ending 31st May, 1980 will amount to £30,000 in aggregate. In addition they will be entitled to share in an annual bonus of 5% of the consolidated profit before taxation in excess of £700,000 which is divisible between all the Directors. In view of these new arrangements we have made an adjustment to eliminate the bonuses paid to these Directors in each of the periods up to and including the period ended 2nd June, 1979. The effect of these adjustments can be shown as follows:

	Accounting Periods ended						Half Year ended
	31st May 1975	31st May 1976	31st May 1977	31st May 1978	31st May 1979	31st May 1980	1st December 1979
Profit before taxation	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Director's emoluments	20	20	20	20	22	17	—
Bank interest	3	4	2	—	2	1	—
Interest received	(4)	(3)	(18)	(7)	(18)	(11)	—
Interest relief grant	—	(6)	(8)	—	—	—	—

3. Taxation charge comprises:

	Accounting Periods ended						Half Year ended
	31st May 1975	31st May 1976	31st May 1977	31st May 1978	31st May 1979	31st May 1980	1st December 1979
U.K. Corporation tax	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Deferred tax	30	60	28	31	58	183	—
	60	120	56	62	116	241	—

4. The calculation of earnings per share is based on the combined profit after taxation and on 4,601,760 shares in issue.

5. Fixed assets at 1st December, 1979, comprised:

	Cost	Accumulated Depreciation	Net Book Value
	£'000	£'000	£'000
Freehold properties	158	—	158
Long leasehold properties	238	79	159
Shop fittings and short leasehold properties	602	238	364
Plant and machinery	23	15	8
Furniture and fittings	155	85	70
Motor vehicles	—	—	—
	1,217	412	805

6. Stock and work in progress at 1st December, 1979 comprised:

	£'000
Work in progress	84
Finished goods for sale	180
Consumables	85
	349

7. At 1st December, 1979 the authorised and issued share capital of the Company was 28,600 shares of £1 each.

- On 7th May, 1980:—
(a) each of the existing 28,600 authorised and issued shares of £1 in the capital of the Company was converted and subdivided into 10 Ordinary shares of 10p each;
(b) with a view to the acquisition of the whole of the issued share capital of T.P.B. Cooked Meats, Freezer Meats and Gainsborough the authorised share capital of the Company was increased to £230,088 by the creation of 2,014,880 new Ordinary shares of 10p each;
(c) the said 2,014,880 new Ordinary shares were allotted and issued credited as fully paid in consideration of the above mentioned acquisition.

8. Reserves

	£'000
Retained profits	272
Share premium	57
	329

9. The amount of deferred taxation provided under the liability method at 52% by the Group at 1st December, 1979 is as follows:

	£'000
Excess of capital allowances over depreciation	274
Stock appreciation relief	111
	385

10. Capital commitments at 1st December, 1979 were as follows:

	£'000
Authorised but not contracted for (now contracted for)	300
Contracted for	3
	303

11. At 1st December, 1979 the Group had no material contingent liabilities.

Profit and Loss Account—Current Cost

The following current cost profit and loss account for the twenty six weeks ended 1st December, 1979 incorporates the figures shown in the historic cost profit and loss account, combined on the basis set out above, adjusted in accordance with the principles set out in Statement of Standard Accounting Practice No. 16 as follows:

- The depreciation adjustment is calculated by applying to the historic costs of fixed assets the appropriate Central Statistical Office indices and depreciating the calculated current costs at normal rates of depreciation. No depreciation has been charged on freehold and long leasehold properties.
- The monetary working capital adjustment is calculated by applying the appropriate Central Statistical Office indices to the opening and closing monetary assets and liabilities.
- The gearing adjustment represents a proportion of the depreciation and monetary working capital adjustments added back to the current cost profit appropriate to assets financed by net monetary liabilities.
- The nature of the Group's business is such that virtually all stocks are sold within a few days of purchase and consequently no adjustment to cost of sales is appropriate.

	Historical cost trading profit before interest	Half Year ended 1st December, 1979
	£'000	£'000
Less: Current cost operating adjustments	—	384
Monetary Working Capital	1	—
Depreciation	15	—
	16	—
Current cost operating profit	—	368
Add:		
Interest received	10	—
Gearing adjustment	7	—
	17	—
Taxation	—	385
Current cost profit retained	—	179

BROOKS & HANBIDGE, Your faithfully, THORNTON BAKER, Chartered Accountants, Chartered Accountants

INFORMATION RELATING TO PROFIT FORECAST

Principal Assumption

The forecast of profit before taxation for the 52 weeks ending 31st May, 1980 of not less than £700,000 referred to in the Chairman's Letter includes results shown by audited interim accounts for the 26 weeks ended 1st December, 1979 and by unaudited management figures for the period ended 29th March, 1980 and is made on the principal assumption that there will be no material disruption of the Group's business due to industrial disputes, political disturbances, changes in the pattern of demand or other factors outside its control.

LETTERS RELATING TO THE PROFIT FORECAST

(a) The following is a copy of a letter from Brooks & Hanbridge, Chartered Accountants, and Thornton Baker, Chartered Accountants, relating to the forecast of consolidated profit of the Group for the 52 weeks ending 31st May, 1980.

The Directors, HOME FARM PRODUCTS LIMITED, 9th May, 1980, Gentlemen.

We have reviewed the accounting policies and calculations for the profit forecast (for which you are solely responsible) of Home Farm Products Limited and its subsidiaries ("the Group") for the 52 weeks ending 31st May, 1980 set out in the particulars dated 9th May, 1980. The forecast includes results shown by audited accounts for the 26 weeks ended 1st December, 1979 and unaudited management figures for the period ended 29th March, 1980.

In our opinion the forecast, so far as the accounting policies and calculations are concerned, has been properly compiled on the footing of the assumption made by you set out in the said particulars and is presented on a basis consistent with the accounting policies normally adopted by the Group.

BROOKS & HANBIDGE, Your faithfully, THORNTON BAKER, Chartered Accountants, Chartered Accountants

(b) The following is a copy of a letter from Capel-Cure Myers Limited relating to the forecast of consolidated profit of the Group for the 52 weeks ending 31st May, 1980.

The Directors, HOME FARM PRODUCTS LIMITED, 9th May, 1980, Gentlemen.

We refer to the forecast of profit of your Company and its subsidiaries for the 52 weeks ending 31st May, 1980 contained in the particulars dated 9th May, 1980.

We have discussed with officers of your Company the policies and assumption on which the profit forecast was made. We have also considered the letter dated 9th May, 1980 from Brooks & Hanbridge and Thornton Baker regarding the accounting policies and calculations underlying the profit forecast.

On the basis of the above, we consider that the profit forecast (for which you are solely responsible), has been made by you with due care and attention.

Yours faithfully, for Capel-Cure Myers Limited, R. M. LEDERMAN, Director

STATUTORY AND GENERAL INFORMATION

1. Capital History

The Company was incorporated in England under the Companies Act 1929 as a private company limited by shares on 3rd May, 1932 with an authorised capital of £500 divided into Ordinary shares of £1 each, all of which were issued and fully paid. On 25th January, 1954 the authorised share capital was increased to £28,600 divided into Ordinary shares of £1 each, all of which were issued and fully paid. On 7th May, 1980:

- each of the existing 28,600 authorised and issued shares of £1 in the capital of the Company was converted and subdivided into 10 Ordinary shares of 10p each;
- with a view to the acquisition of the whole of the issued share capital of T.P.B. Cooked Meats, Freezer Meats and Gainsborough the authorised share capital of the Company was increased to £230,088 by the creation of 2,014,880 new Ordinary shares of 10p each;
- the said 2,014,880 new Ordinary shares were allotted and issued credited as fully paid in consideration of the above mentioned acquisition and the names of the allottees were entered in the Register of Members of the Company.

On 9th May, 1980:—
(i) the authorised share capital of the Company was further increased to £500,000 by the creation of 3,699,120 new Ordinary shares of 10p each;

- certain amendments were made to the Memorandum of Association of the Company;
- the Company was converted into a public company and adopted new Articles of Association; and
- a capitalisation issue of 2,300,880 new Ordinary shares of 10p each was made to members.

2. Subsidiaries

The Company has the following wholly owned subsidiaries all of which are private companies incorporated in England:

Name of Company	Date of Incorporation	Issued Share Capital
Todwick Park & Bacon Co. Limited	8.1.1968	15,000 Ordinary shares of £1 each.
Todwick Cooked Meats Limited	21.5.1973	800 Ordinary shares of £1 each.
Todwick Freezer Meats Limited	8.8.1975	100 Ordinary shares of £1 each.
Gainsborough Park & Bacon Company Limited	20.12.1978	10,000 Ordinary shares of 10p each, all of which were issued for cash at par within the last two years.

3. Contract with Capel-Cure Myers Limited
Under Contract No. (viii) below Capel-Cure Myers Limited has agreed, subject to the whole of the issued share capital of the Company being admitted to the Official List by the Council of The Stock Exchange not later than 21st May, 1980, to purchase from the Ordinary shareholders of the Company a total of 1,200,000 Ordinary shares of 10p each at an average price of 55p per share less a commission of (1p plus VAT) per share with a view to such shares being placed with its clients and other members of the public. The contract provides, *inter alia*, that the Company will pay all the expenses of and incidental to the application for the issued share capital of the Company to be admitted to the Official List including all the costs of preparation, printing and advertising of these particulars, all accountancy and legal expenses and a fee to Capel-Cure Myers Limited.

The vendors and the numbers of shares agreed to be sold by them respectively are:—
J. Micklethwaite 553,944; Mrs. J. A. Micklethwaite 209,137; Mr. J. Hall 137,940; Mrs. R. E. Hall 159,840; Mrs. S. J. Micklethwaite 10,440; Mrs. S. C. Micklethwaite 18,400; Mrs. F. Micklethwaite 26,077; K. G. Tudor and T. H. Stanforth as Trustees 29,880; F. J. Kershaw and J. Micklethwaite (as Trustees) 26,077; F. J. Kershaw 23,460 and Mrs. A. Clarke-Graham 22,165.

4. Directors and other interests

(a) After completion of Contract No. (viii) below, the interests (as defined by the Companies Acts) of the Directors and their families in the Ordinary share capital of the Company will be as follows:—

	Beneficial	Non-beneficial
Mr. J. Micklethwaite	2,288,012	58,182
Mr. W. Hall	848,294	—
Mr. T. H. Stanforth	—	58,182
Mr. S. L. Starr	—	—

(b) Mr. J. Micklethwaite and Mr. W. Hall own the freehold of the factory, offices and land at Manor Farm, Todwick. The premises are leased to T.P.B. at a net annual rent of £4,650 for a period of 30 years commencing 1st May, 1980, with review in years five, ten and fifteen, which will be determined in accordance with the terms of the lease which provide for an independent professional valuation. (Contract No. iv above).

(c) Save as disclosed above the Directors are not aware of any interest of 5% or more in the issued share capital of the Company.

5. Articles of Association

The Articles of Association of the Company contain provisions (*inter alia*) to the following effect:—
(a) Subject to any special rights or restrictions as to voting attached to any shares by or in accordance with the Articles or their terms of issue on a show of hands every Member personally present shall have one vote and on a poll every Member present either personally or by proxy shall have one vote for every Ordinary share held by him. A corporation, being a Member, is deemed to be a person personally represented by a properly authorised representative. No Member shall unless the Directors otherwise determine be entitled to vote or exercise any right conferred by membership in relation to meetings of the Company if he or any person appearing in his name is not registered in his name in the default in supplying to the Company within 42 days the information required by a valid notice served under Section 27 of the Companies Act 1979.

(b) The Directors shall be entitled to receive by way of remuneration for their services as Directors such sum as shall from time to time be determined by the Company in General Meeting. Such sum (unless otherwise directed by the resolution by which it is voted) shall be divided amongst the Directors as the Board may by Resolution determine or, in default of agreement, equally. Such remuneration shall be inclusive of all Directors' fees payable to any Director as a Director of the Company or any company controlled by the Company. The Directors shall also be entitled to have divided amongst them by way of further remuneration a sum equal to 5% of the amount by which the net profits before taxation (as defined in the Company's Articles of Association) earned by the Company and its subsidiaries in each financial year exceed £700,000 ("the Profit Reference Level") such additional remuneration to be divided amongst the Directors as the Board may by Resolution determine or, in default of agreement, equally. PROVIDED THAT if the Company acquires any other company or business in exchange for shares or issues any further shares for cash, the Profit Reference Level shall be adjusted upwards to such extent as the Auditors for the time being of the Company shall certify to be fair. The Board may sanction the payment of reasonable travelling and other expenses incurred by a Director in attending and returning from meetings of the Board or committees of the Board or General Meetings of the Company or which he may incur in or about the business of the Company.

(c) Any Director appointed to the office of Chairman, Deputy Chairman, Managing Director or Executive Director or other executive officer or who discharges any special duty or function devolving special attention beyond the attention necessary for the performance of

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